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Executive Board of the
United Nations Development
Programme and of the
United Nations Population Fund

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Evaluation of relationship between UNOPS and UNDP

Evaluation of the relationship between the United Nations Office for Project Services and the United Nations Development Programme

Note by the Administrator

1. The Administrator wishes to bring to the attention of the Executive Board that the evaluation on the relationship between the United Nations Development Programme and the United Nations Office for Project Services will be made available to the members of the Board in English, French and Spanish.

2. Pending the availability of the evaluation in the three working languages and in order to facilitate discussion at the current session, the executive summary is contained in the annex to the present document.[1]

[1] The full text of the evaluation has been posted on the Executive Board web site and is available in hard copy on request from the Executive Board Secretariat (tel. (212) 906-5749).

00-34140 (E) 270300

Annex

Executive summary of the evaluation of the relationship between UNDP and UNOPS

1. The evaluation addresses the relationship between the United Nations Development Programme (UNDP) and the United Nations Office for Project Services (UNOPS) some five years after the two institutions separated and presents recommendations that, it is hoped, will improve their working relationship. The evaluation, commissioned by the UNDP Evaluation Office, was carried out in close consultation with UNOPS at all stages. The evaluation team consisted of four independent experts.

2. The findings of the evaluation are based on extensive consultations with UNDP and UNOPS in New York in May, October and November 1999. The evaluation team visited 11 country offices in all regions. In each country, it interviewed staff of UNDP and UNOPS, government officials, and representatives of donors and international financial institutions. The team also visited the UNOPS Regional Asia Office in Kuala Lumpur, the UNOPS Nairobi Implementation Facility and the UNOPS Division for Rehabilitation and Social Sustainability outpost in Guatemala. Consultations were held in Geneva and Copenhagen with UNDP and UNOPS units based there and with United Nations specialized agencies, funds and programmes in Geneva. Some members of the Executive Board, representing both donor Governments and host Governments, were also consulted. The findings and recommendations of the evaluation were presented to the Administrator, the Executive Director of UNOPS and the members of the Management Coordination Committee (MCC) in February 2000.

3. To understand the relations between UNDP and UNOPS, the evaluation team adopted a broad approach that included examining not only issues that concern the relationship directly but also the institutional context of the two institutions. Many of the factors affecting the relationship are perceptual, e.g., the largely prevalent mistrust and misunderstandings; some are factual, e.g., the lack of clear delineations between the two institutions.

4. The main findings of the evaluation are:

- Cooperation between UNDP and UNOPS functions well both at headquarters and in the field when there is a clear understanding of the respective roles and of the possible synergies as well as effective personal relationships. In other cases, there is a lack of satisfaction on both sides with the performance of the other party.
- UNOPS is still heavily dependent on UNDP as a funding source for most of its business and for the support provided by the UNDP country offices. Business acquired from the International Fund for Agricultural Development is also significant but that acquired from other United Nations bodies remains marginal.
- The relations between the two institutions are to a large extent characterized by mistrust and misunderstanding on both sides. This is in great part due to the fact that the respective roles and responsibilities of UNDP and UNOPS were never clearly defined at the corporate level, either at the time of the separation

or later. The oversight and coordination mechanisms created — the Management Coordination Committee and the Users Advisory Group — have not functioned adequately.

- There are overlaps between the two institutions. Both can execute projects, UNOPS as an executing agent for UNDP, and UNDP itself through the direct execution mode or, de facto, as a supporting institution to national execution. In certain areas, particularly crisis and post-conflict situations, both institutions have competing competencies.

- Both institutions have difficulty in recognizing each other's role: UNDP with regard to UNOPS as the major executing/implementing agent of the United Nations system and UNOPS with regard to UNDP as its major funding source.

- Both institutions have significant weaknesses in their financial reporting systems, including a lack of timeliness and, in particular, an apparent lack of compatibility between the respective systems. This situation has created tension between UNDP and UNOPS. In the case of both institutions, the weaknesses of financial reporting systems have also raised significant concern among clients and donors. In the case of funds entrusted to UNDP through trust funds or management services agreements, these deficiencies in financial reporting may endanger fund-raising.

- The budgetary cuts over the last 10 years have significantly weakened the UNDP country-office structure. The number of international staff available for UNDP functions has, on average, been cut in half — from more than four in 1990 to two or less in 1998. On average, the number of national staff per country office has been cut by some 35 per cent. These cuts, in a way, have encouraged the country offices to choose execution modalities that give them access to additional extrabudgetary resources on the one hand but reduce UNOPS participation in programme implementation on the other hand.

- The budgetary cuts have also adversely affected the performance of many UNDP country offices; this in turn has impinged on their relations with UNOPS. At the same time, some country offices continue to perform efficiently.

- UNOPS plays a limited but increasing role in supporting national execution.

- The performance of UNOPS in delivering its services is uneven. There are weaknesses in UNOPS programme/project management, in particular, in backstopping functions, caused perhaps by the very rapid growth in project and services delivery (45 per cent between 1995 and 1998) and staffing. These weaknesses in UNOPS performance have created tension between the two institutions.

- The reimbursement by UNOPS of costs for support provided by the UNDP country offices is dealt with by UNOPS in an ad hoc, non-transparent manner. In addition, the charges made by UNDP for central services provided to UNOPS are not transparent.

- There is also a lack of transparency in the way in which UNOPS establishes the fees charged to its clients. Many UNOPS clients, including Governments and donors, do not see or understand the relationship between the services provided and the fees charged.

5. The evaluation examined the following four alternative scenarios that could govern the future relationship between UNDP and UNOPS:

- UNOPS becomes a totally independent agency;
- UNOPS is reintegrated into UNDP;
- UNOPS is integrated into the United Nations Secretariat;
- UNOPS remains a "separate and identifiable entity", as at present, but its relationship with UNDP is clearly defined.

6. The evaluation team recommends the last option.

7. The evaluation team identified a number of areas in which specific actions are urgently required. It strongly believes that these actions will help to create conditions that are prerequisites for making the partnership between the two institutions work.

8. At the same time, the evaluation team would like to emphasize that unless the senior management in both institutions is committed to remedying the feelings of mistrust and misunderstanding, very little can or will be achieved. To move forward, it will be necessary for the senior management of both institutions to show a sincere commitment to making the partnership work and to imbue their staff with this spirit. There are, indeed, significant synergies to be gained if UNDP and UNOPS work together in a spirit of mutual support and trust.

9. The evaluation team identified the following six main areas where action is urgently needed:

1. Defining the respective roles and responsibilities;
2. Institutional arrangements;
3. Fund-raising and business acquisition;
4. Execution modalities;
5. Financing principles for country offices;
6. Administrative and management issues.

10. The recommendations of the evaluation team in each of these six areas are presented below.

1. Defining the respective roles and responsibilities

Recommendation 1. Status of UNOPS

11. The present status of UNOPS as a "separate and identifiable entity" that is "self-financing" and linked to UNDP should be maintained. UNOPS should have full responsibility for its internal management (see section 4 of the evaluation).

Recommendation 2. Delineation of responsibilities

12. The following are the recommendations:

(a) The MCC should, as a matter of priority, define and delineate the roles and responsibilities of UNDP and UNOPS in order to minimize friction and conflict.

Possibly, the MCC should also submit this issue to the Executive Board (see paragraph 175 of the evaluation);

(b) Existing overlaps between the two institutions, which are a source of conflict, should be corrected. An example of such overlaps is in the area of crisis and post-conflict situations, where the Emergency Response Division of UNDP and the Division for Rehabilitation and Social Sustainability of UNOPS appear to be performing similar tasks (see paragraph 161 of the evaluation);

(c) UNDP and UNOPS should urgently conclude the subsidiary agreements envisaged in the 1997 Memorandum of Understanding. These should be further elaborated in detailed procedural manuals clearly indicating the responsibility and authority of the two parties at all levels, including detailed decision-making, reporting and information flows (see paragraphs 156 and 163 of the evaluation);

(d) The Executive Director of UNOPS should issue, in consultation with UNDP, clear instructions on the precise role of the UNDP Resident Representative in his/her capacity as UNOPS Representative (see paragraph 224 of the evaluation).

2. Institutional arrangements

Recommendation 3. Management Coordination Committee

13. There is a need for an institutional structure to foster cooperation and partnership between UNDP and UNOPS. It is, therefore, recommended that the MCC be maintained with some changes to its current structure within the parameters of the decisions made at the time of its establishment, notably that: (a) the Executive Board provide overall policy guidance for and supervision of UNOPS; (b) the Secretary-General provide oversight and guidance, as required, to ensure the implementation of the decisions of the Executive Board; and (c) the Executive Director, under the authority of the Secretary-General, be responsible for the management of UNOPS. It should be noted that the Secretary-General has delegated his oversight and guidance functions to the MCC.

14. The evaluation team has considered three options concerning the MCC:

Option 1. The MCC continues with the Administrator as Chairman and the Executive Director of UNOPS becomes a full member of the Committee. UNOPS is given its own segment on the agenda of the Executive Board. However, UNOPS submissions to the Executive Board will be reviewed by the MCC and its comments will be included as an addendum to the submission. Under this option, the MCC will continue to exercise the oversight role, delegated by the Secretary-General, to ensure that the decisions of the Executive Board are implemented. In addition, a major function of the MCC should be to foster cooperation and partnership between UNDP and UNOPS;

Option 2. No changes are made to the current structure of MCC, that is, the Administrator continues as the Chairman and the Executive Director as the Secretary of the Committee. However, UNOPS is given its own segment on the agenda of the Executive Board. UNOPS submissions to the Executive Board will be reviewed by the MCC and the Committee's comments will be included as an

addendum to the submission. In all other respects, this option is identical to option 1;

Option 3. The current MCC membership is expanded by the addition of a chairman external to both organizations (who could, for example, be the Deputy Secretary-General) and the Executive Director of UNOPS is made a full member. In all other aspects, this option is identical to option 1.

15. The evaluation team concluded that option 1 is most likely to foster a spirit of trust, cooperation and partnership between the two organizations and therefore recommends that it be adopted.

16. In all three options, it is also recommended that the MCC meet four times a year, before each session of the Executive Board. It should be supported by a working party (i.e., a subcommittee) that should meet once a month to share information on a regular basis, foster cooperation (e.g., by identifying joint opportunities and resolving actual and potential conflicts), to prepare issues to be submitted to the MCC and to follow up on the implementation of the decisions of the MCC and the Executive Board (see paragraph 174 of the evaluation).

Recommendation 4. Users Advisory Group

17. It is recommended that the Users Advisory Group be maintained. It should be convened by and meet under the chairmanship of the Executive Director of UNOPS to serve as a regular forum for consultation between UNOPS and its clients. It should meet at least once a year (see paragraph 178 of the evaluation).

3. Fund-raising and business acquisition

Recommendation 5. Resource mobilization

18. As a self-financing institution, UNOPS should be allowed to raise funds and mobilize resources for activities relating to the UNDP development agenda but only, as a strict rule, after consultation and in cooperation with UNDP. Resources mobilized through such efforts should be channelled through UNDP and recorded as UNDP resources under a separate UNOPS account (see section 5.3 of the evaluation).

4. Execution modalities

Recommendation 6. Execution modalities

19. The following are the recommendations:

(a) Country offices should adhere strictly to the recent UNDP guidelines for the national execution of UNDP programmes and those of UNDP-administered funds. Whenever necessary, a cooperating agency should be brought in to support national authorities. The creation of project support units, linked to the field office, to perform functions that the national authorities should normally carry out, should be strongly discouraged. However, in the case of countries that finance 100 per cent of the UNDP-administered programmes under the existing cost-sharing

arrangements, UNDP should be allowed to continue to use present implementation modalities (see section 5.4 of the evaluation);

(b) UNDP should in all circumstances endeavour to identify on a competitive basis the most cost-efficient and effective executing agent (government authority, UNOPS, United Nations specialized agency, fund or programme, non-governmental organization, etc). Direct execution should be used only when no other executing agency is capable of executing the project and willing to do so. This principle, which at present is one of the four conditions for direct execution, should be strictly enforced (see section 5.4 of the evaluation);

(c) The respective responsibilities of UNDP and of the executing/ implementing entity should be clearly defined for each project in a project management matrix (see paragraphs 164 and 165 and annex 4 of the evaluation).

5. Financing principles for country offices

Recommendation 7. Financing principles for country offices

20. The following are the recommendations:

(a) UNDP should take steps to ensure that its country offices have adequate capacity to perform programming and coordination functions. A minimum staffing level should be established for each country office, depending on the size of the country programme, to perform UNDP core functions. Only this core staff should be financed by the regular budget (see section 5.5 of the evaluation);

(b) Project-monitoring functions should be financed from project budgets, as is presently the case with evaluation (see section 5.5 of the evaluation);

(c) All administrative support activities to projects, executing agencies and United Nations specialized agencies, funds and programmes should be provided only on a reimbursable basis at the full cost of these services. These costs should be agreed to in negotiations between the country office and the relevant executing/implementing agent, based on general principles and simplified formulas. This will, however, require an upgrading of present accounting systems. The compensation should normally be paid in advance directly to the country office account (see section 5.5 of the evaluation);

(d) The country office should have full control of the use of its extrabudgetary resources that, under the proposed arrangements, will be paid to it directly and be held accountable for their use (see section 5.5 of the evaluation).

6. Administrative and management issues

Recommendation 8. Financial reporting

21. It is recommended that both UNDP and UNOPS urgently review their financial reporting systems in order to ensure full compatibility between the systems and to meet the requirements of Governments, donors and other clients for accurate, timely and comprehensive information (see paragraphs 214, 215 and 216 of the evaluation).

Recommendation 9. Administrative issues

22. The following are the recommendations:

(a) Both UNDP and UNOPS should review their programme/services delivery structures to achieve a better balance between headquarters and field activities (see paragraphs 219 and 222 of the evaluation);

(b) UNOPS should strengthen its project management capacities, including its capacities to backstop its project personnel adequately (see paragraph 223 of the report);

(c) UNOPS should review its fee-setting mechanisms with a view to increasing transparency and better understanding by UNOPS clients (see paragraph 226 of the evaluation).

23. Additional recommendations and suggestions, largely administrative in nature, are presented in section 5 of the evaluation.

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Executive Board of the United Nations Development Programme and of the United Nations Population Fund

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UNDP

Business plans

"Sharing new ground in post-conflict situations: The role of UNDP in support of reintegration programmes"

Note by the Administrator

1. The Administrator wishes to bring to the attention of the Executive Board that the evaluation entitled "Sharing new ground in post-conflict situations: The role of UNDP in support of reintegration programmes" has been made available to members of the Board in the language of submission (English). The evaluation will be published in the three working languages of the Board: English, French and Spanish.

2. Pending the availability of the evaluation in the three working languages and in order to facilitate discussion at the current session, the executive summary, contained in the annex to the present document, has been translated into the six official languages.

3. The Director of the Evaluation Office will introduce the evaluation and provide an overview of the findings and recommendations.

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Annex

Sharing new ground in post-conflict situations: the role of UNDP in support of reintegration programmes

Executive summary

Introduction

The United Nations Development Programme (UNDP) has undertaken the present strategic evaluation to take stock of its experience in complex emergency situations and extract insights to improve the organization's capacity to respond. The terms of reference for the exercise identified the reintegration of internally displaced persons, returnees and ex-combatants as the principal area of focus. The evaluation team was asked to review the adequacy of UNDP interventions and assess the quality of its response to reintegration programmes in terms of being proactive or event/donor driven, staffing, and ability to form effective partnerships.

Starting in December 1998, members of the team of seven experts visited 15 UNDP programme countries (Bosnia and Herzegovina, Burundi, Cambodia, Croatia, El Salvador, Eritrea, Ethiopia, Guatemala, Liberia, Mozambique, Philippines, Rwanda, Somalia, Sudan and Tajikistan).

It is hoped that the present report will play a useful role in the dialogue on substantive and institutional reform. It focuses on the issue of the work of UNDP in reintegration programmes and more broadly on the role UNDP could play based on its comparative strengths in post-conflict situations.

Findings

UNDP interventions in support of the reintegration of war-affected populations fall into three main categories:

- Area-based economic and social assistance for the recovery of war-affected communities;
- Reintegration support for specific target groups, such as ex-combatants, internally displaced persons or returnees; and
- Technical assistance and capacity-building for key institutions in the peace-building and recovery process.

The evaluation team found many instances of successful programming by UNDP in these various areas. It noted in particular the important role that area-based programmes have played in recovery and the significant technical assistance UNDP has provided to national demining efforts.

Adequacy of UNDP interventions

For humanitarian and financial reasons (donors being drawn to high-profile emergency situations), UNDP found it could not stay on the sidelines even during the humanitarian phase of post-conflict assistance. The team agreed that development concerns should be raised, and that therefore UNDP should be involved, at all stages in conflict and post-conflict situations. In these situations, however, the team found that the processes UNDP traditionally followed hampered its ability to act and had not yet been tailored to the constraints and fast-paced requirements of a post-conflict situation.

Quality of UNDP interventions

In the earlier years, UNDP country offices found themselves unprepared when pushed towards post-conflict situations by donors and pulled towards reintegration activities by the organization's broadening understanding of its mandate. As such, they found themselves ill-equipped for the task at hand. Their meagre staff lacked experience within the context. Many of their activities were being driven by donors' timelines and requests and not by the organization's own framework for responses and policies or by national priorities, neither of which was clear if it existed at all. Above all, however, the team found that the most pressing constraints faced by these country offices were bottlenecks at headquarters owing

to slow or insufficient support or, alternatively, to guidelines and procedures, especially in procurement and staffing, that were too restrictive or unrealistic.

Response from headquarters

While the country offices were focusing their programme energies, headquarters made a number of significant organizational and policy adjustments to respond better to the situation in the field. Reforms at headquarters included establishing the Emergency Response Division (ERD), creating the Crisis Committee, setting aside funds for countries in special situations (target for resource assignment from the core (TRAC) line 1.1.3) and drawing up specific guidelines for the staffing of offices in post-conflict countries. Nevertheless, the evaluation team found that more improvements are needed in: (a) resource mobilization, with a re-examination of the Consolidated Inter-agency Appeal (CAP) and the expanded CAP (ECAP) processes; (b) availability and examination of appropriate execution modalities, including the use of the United Nations Office for Project Services and non-governmental organizations; and (c) attention to gender issues. The two main factors hampering headquarters backstopping efforts, however, are a lack of consensus with regard to the appropriate role of UNDP in complex emergencies and the appropriate positioning of an emergency response division with respect to that role.

Major recommendations

Policy

UNDP should recognize post-conflict assistance as a major part of its mission and mandate. UNDP should formulate and distribute an overall policy statement on its role in this area and more specifically in reintegration programmes.

UNDP should reassess the level of funding it has earmarked for use in special development situations.

UNDP headquarters should (a) redefine the role of ERD, turning it into a strong technical resource unit, and (b) clarify the field backstopping responsibilities of the regional bureaux and ERD.

Programme

Given its mandate for sustainable human development, UNDP should concentrate its support to the reintegration of war-affected populations on restoring social and human capital.

UNDP can best address the reintegration needs of war-affected populations (IDPs, returnees, ex-combatants) through area-based approaches at the community level and not at the target-group level. Some targeted opportunities (training, credit, and access to resources) for these groups may be appropriate only in the short term.

UNDP needs to devise an institutional strategy to ensure greater use of NGOs and United Nations Volunteers during post-conflict situations.

UNDP needs to assign staff to country offices early on in complex emergencies to assist its partners in infusing a development perspective into humanitarian assistance strategies and activities.

Coordination

UNDP country offices should develop special resource mobilization strategies for use during post-conflict periods.

UNDP and the World Bank need to agree on their respective development roles and comparative strengths in these situations and reinforce complementarity between the two organizations.

UNDP needs to step up to the challenge of serving as the manager of technical-level joint programming units.

United Nations DP/2000/15

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The United Nations Development Fund for Women

Strategy and business plan, 2000-2003

Summary

The present document contains the Strategy and Business Plan of the United Nations Development Fund for Women for the years 2000-2003. The Plan has been developed in line with the mandate and goals of the Fund (chapter II) and with the vision it has developed for the future (chapter III). It is based on the opportunities and challenges offered by the external and internal environments (chapter IV). On this basis, the Plan defines the strategic objectives of the Fund for the period 2000-2003 (chapter V) and the strategic areas of work (chapter VI and table 2 of the addendum DP/2000/15/Add.1). The goals of the Fund during the Strategy and Business Plan period are structured around five strategic objectives. The Plan further identifies the human and financial resource requirements to transform it into reality. Chapter VII contains a recommendation for Executive Board action.

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I. Introduction

1. In its decision 97/18 of 23 May 1997, the UNDP Executive Board endorsed the first Strategy and Business Plan (SBP) of the United Nations Development Fund for Women (UNIFEM) for the period 1997-1999 (DP/1997/18). The Plan outlined overarching goals, programmes and strategies to guide UNIFEM work in support of the agenda for gender equality and women's empowerment agreed to at the series of United Nations world conferences held in the 1990s, particularly the Fourth World Conference on Women (Beijing, 1995).

2. The present document provides a brief review of UNIFEM experiences in implementing its Strategy and Business Plan for 1997-1999 and presents the Plan proposed for the next four-year period (2000-2003). In setting out the next SBP, UNIFEM takes into account the results achieved, lessons learned, and gaps remaining from the previous SBP, as well as the larger and changing social, economic, political and cultural contexts that influence the organization's efforts — and those of its partners — to achieve gender equality.

3. The SBP 2000-2003 will retain a number of the framing principles designed during the last programming period. In particular, the organization will continue to work towards its overarching goal by focusing on the three thematic areas and five core strategies identified in the previous Plan, which support an innovative and catalytic approach to the work of UNIFEM, as shown in the charts below.

4. With regard to the SBP 2000-2003, there are three critical factors that have an immediate and direct impact on future UNIFEM plans and programmes. The impact of each of these is described in chapters III and IV. They include:

(a) Progress achieved, gaps remaining and lessons learned from the SBP 1997-1999;

(b) The United Nations reform agenda and the UNDP transition process;

(c) The five-year review of the Beijing Platform for Action.

II. The mandate and goal of UNIFEM

5. The foresight of those involved in establishing UNIFEM is demonstrated by the continuing relevance of the organization's mandate, set out in the annex to General Assembly resolution 39/125 of 14 December 1984. In addressing ways to promote women's empowerment and gender equality, the General Assembly anticipated the current emphasis on innovation, gender-mainstreaming and inter-agency collaboration by specifying that the resources of the Fund should: first, serve as a catalyst, with the goal of ensuring the appropriate involvement of women in mainstream development activities; and second, to support innovative and experimental activities benefiting women, in line with national and regional priorities.

6. The mandate on which UNIFEM was founded has been augmented by successive General Assembly resolutions and decisions that have provided additional strength and substance upon which to base its programme. Moreover, the Beijing Platform for Action, endorsed by more than 180 of the world's Governments, refers specifically to the critical role that UNIFEM should play in achieving gender equality. Paragraph 335 affirms the Fund's mandate to increase options and opportunities for women's economic and social development in developing countries by providing technical and financial assistance to incorporate the women's dimension into development at all levels. In paragraph 25 of his report on the implementation of the outcome of the Fourth World Conference on Women: action for equality development and peace (A/50/744), the Secretary-General encouraged the full utilization of UNIFEM capacity to provide operational support for follow-up action at the national level, and to exercise a catalytic role in promoting effective United Nations coordination at the country level, through the resident coordinator system.

7. Two General Assembly resolutions are particularly relevant. Under the guidance of resolution 50/166 of 22 December 1995, the Trust Fund in Support of Actions to Eliminate Violence against

Chart 1. The three areas of concern

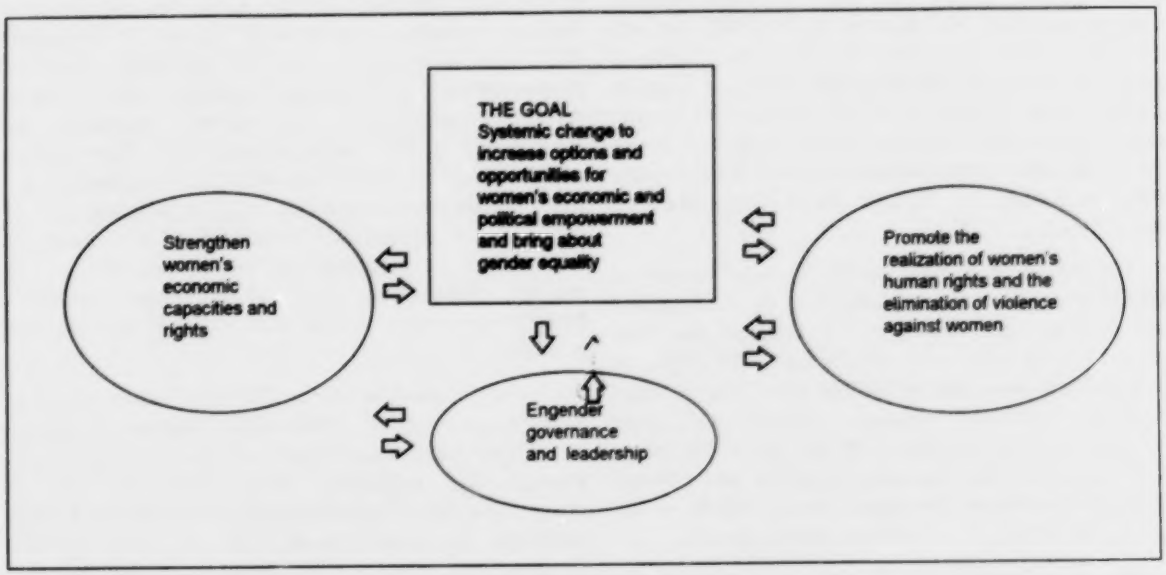
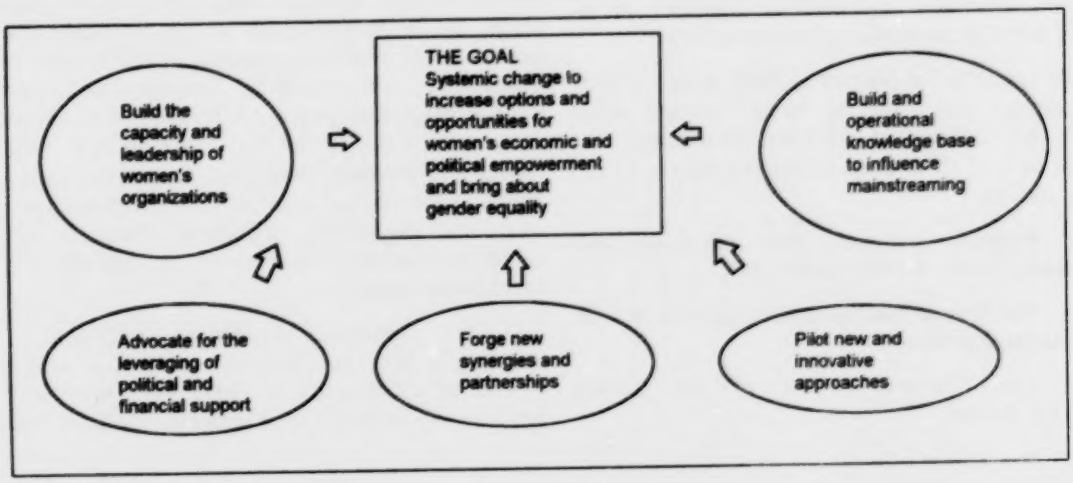

THE GOAL
Systemic change to increase options and opportunities for women's economic and political empowerment and bring about gender equality
Strengthen women's economic capacities and rights
Promote the realization of women's human rights and the elimination of violence against women
Engender governance and leadership

Chart 2. The five strategies


THE GOAL
Systemic change to increase options and opportunities for women's economic and political empowerment and bring about gender equality
Build the capacity and leadership of women's organizations
Build and operational knowledge base to influence mainstreaming
Advocate for the leveraging of political and financial support
Forge new synergies and partnerships
Pilot new and innovative approaches

Women was established at UNIFEM in 1996. The Trust Fund has become a pivotal mechanism through which to focus activities, stimulate cross-regional learning and the sharing of experiences, bring together United Nations organizations, and mobilize resources to support innovative activities designed to eliminate gender-based violence. More recently, in its resolution 54/136 of 17 December 1999, the General Assembly outlined key areas for the future work of UNIFEM, including strengthened programmes relating to: conflict prevention and resolution; the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW); the elimination of violence against women; and gender-mainstreaming in United Nations operational activities.

III. Key factors in the formulation of the Strategy and Business Plan, 2000-2003

A. Progress achieved, gaps remaining and lessons learned from the SBP 1997-1999

8. The SBP has provided a powerful reference point for the organization over the past three years. In setting out six key objectives, three thematic areas, and five core strategies to guide UNIFEM work, it established specific parameters for UNIFEM programmes and operations. At the same time, the parameters were set broadly enough to allow the organization the flexibility it needs to respond to opportunities as they arise in order to play a catalytic and innovative role that is relevant to differing national and regional realities while supporting global commitments.

9. The assessment by UNIFEM of results achieved in its first three-year business plan drew on a number of complementary efforts to strengthen the organization's ability to learn from its activities and to work as a knowledge-provider on gender equality. Programmatic and thematic evaluations have yielded critical information about successful approaches and areas needing attention. Regular strategic planning exercises — undertaken at the regional, global, and section levels — have provided key opportunities for self-assessment and mid-course corrections. Ongoing feedback from and consultation with UNIFEM key stakeholders — United Nations organizations, Governments, and civil society organizations — have helped to identify trends and priorities, particularly through the preparatory process for Beijing+5, that parallel the formulation of the SBP 2000-2003.

10. Social-change objectives relating to gender equality require a significant investment of time and effort. The longer-term impacts from programme-related initiatives could therefore not be measured over the three-year period of the SBP 1997-1999; the SBP 2000-2003 therefore focuses on short-term results and medium-term outcomes.

11. The table below provides a summary of the overarching results and the gaps and challenges that UNIFEM has identified during the first SBP. Table 1 in the addendum to the present document contains a more detailed and representative listing of short and medium-term results in the programmatic areas in which UNIFEM works.

12. UNIFEM results have had significant impact. Key short-term results include increased political will, expanded awareness, involvement of new constituencies, the development of critical skills among women's organizations and the identification of new approaches to documenting and disseminating lessons learned. In the medium term, UNIFEM can point to numerous examples to demonstrate how its programmes and approaches have generated new and increased resources for gender equality, stimulated new or strengthened legislation and policies to support gender equality, increased the availability and use of data disaggregated by sex, and supported new structures to increase the sustainability of gender interventions.

B. The United Nations reform agenda and the UNDP transition process

13. Reform and change have been hallmarks of the past three years. The release, in 1997, of the Secretary-General's reform agenda created new opportunities and challenges for women's empowerment and gender equality. The UNDP Change Management 2000 process, followed by the work of the Transition Team that took place from June to December 1999, are also dynamic factors that affect UNIFEM programme and strategies.

Strategy and Business Plan, 1997-1999: Results and challenges

SBP Objectives[a]	*Short- term results*	*Medium-term results*	*Challenges*
1. Increase options and opportunities for women, especially those living in poverty, through focused programming in three thematic areas: economic empowerment; governance and leadership; and women's human rights and the elimination of gender-based violence 2. Strengthen the capacity of the United Nations system to support women's empowerment and gender-mainstreaming in its policies and programmes	• Increased political will • Expanded awareness of gender inequality and mechanisms to address it by decision makers, men, and the general public • New constituencies involved and sectors mobilized • New skills developed to support women's empowerment and rights • Increased capacity of women's organizations and networks • Identification of new approaches to documenting and disseminating lessons learned	• New and increased resources for gender equality • New or strengthened legislation and policies to support gender equality • Stronger implementation of international agreements • Increased availability and use of data disaggregated by sex • New structures established to promote gender-mainstreaming and monitor the accountability of various stakeholders at all levels • Increase in requests for replication of programmes and approaches and in sharing experiences across regions	• Strengthen mechanisms to promote and monitor the accountability of various stakeholders at all levels and progress in fulfilling the Beijing Platform for Action • Developing a stronger focus on building women's economic literacy and rights, as well as on engendering the macroeconomic framework • Expand the network and capacities of UNIFEM field-based programmes and staff
3. Strengthen the Fund's effectiveness by incorporating the principles of a learning organization and building strategic partnerships that enhance field-based operations	• Innovative uses of new information/ communication technologies increased knowledge, partnerships and constituencies for gender-equality initiatives • New strategic partnership models developed with multilateral organizations, the private sector, programme and donor countries, the media and women's networks	• UNIFEM staff and partners' deepened understanding of organizational culture and systems needed to support ongoing learning and knowledge management • Replication, adaptation and assessment of new partnership models generate new financial and technical resources to support gender equality	• Ensuring that UNIFEM staff and partners have access to state-of-the-art information/ communication technologies and skills to support learning partnerships • Developing learning approaches that link impact assessment, evaluation, outreach and project management
4. Ensure that UNIFEM personnel and financial and programme management systems support the goals and programmes of the organization effectively and efficiently	• Introduction of improved programming modalities (strategic planning workshops, programme approach, etc.) • Financial information management system installed and in use • Agreement for UNIFEM to recruit for specialist posts outside of UNDP achieved	• Adoption of results-based management • Project finance reports available on a monthly basis to management staff • All specialists positions filled or in the process of being filled	• Ensure systems development is responsive to specific UNIFEM needs while maintaining compliance with UNDP corporate standards

SBP Objectives[a]	*Short- term results*	*Medium-term results*	*Challenges*
5. Build a larger and more diversified resource base	• Continued increase in overall income over previous year throughout the SBP period • New and diverse sources of support, including from the private sector, identified and secured every year of the SBP period	• Increase in overall resource base from $17.2 million to $24.3 million between 1996 and 1999, or 41 per cent • Diversification of sources of support, including an increase in contributions from the private sector from $0.1 million in 1996 to $2.9 million in 1999	• Developing efficient and effective mechanisms to facilitate agreements with private sector organizations • Align work of UNIFEM national committees with organization's goals and strategies

[a] The SBP 1997-1999 contained six objectives. On the basis of reporting during the first two years, it was determined that because of their similarities, objectives 2 and 5 should be merged. Thus, the UNIFEM SBP is now guided by the five objectives listed here.

14. The United Nations reform agenda has stimulated new interest in and created mechanisms for greater inter-agency collaboration. With its focus on integrated conference follow-up and inter-agency coordination at global, regional and national levels, the United Nations reform agenda expands opportunities to leverage resources and political will, build capacity and link gender equality and women's empowerment to the mainstream development agenda. UNIFEM has taken advantage of this opportunity to create synergy by expanding its field network to support the resident coordinator system; by taking leadership of the UNDG sub-group on gender and of field-based inter-agency thematic groups on gender; by supporting the engendering of the guidelines for the common country assessment (CCA) and for the United Nations Development Assistance Framework (UNDAF); by taking the lead in innovative inter-agency initiatives such as the regional campaigns to end gender-based violence in Africa, Asia and the Pacific, and Latin America and the Caribbean, and the Trust Fund in Support of Actions to Eliminate Violence Against Women. In addition, through Women Watch and the Inter-Agency Committee on Women and Gender Equality, UNIFEM is cooperating closely with the Division for the Advancement of Women (DAW), the United Nations International Research and Training Institute for the Advancement of Women (INSTRAW), and operational organizations — the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Centre for Human Settlements (HABITAT) — to make lessons learned and good practices more accessible to United Nations system partners.

15. The focus on inter-agency collaboration and integrated conference follow-up will continue to influence UNIFEM programming and strategies in the SBP 2000-2003. In particular, UNIFEM will seek collaborative arrangements that build on lessons learned during the first SBP from the joint initiatives begun with UNFPA (in placing gender, population and development advisers) and the United Nations Joint and Co-Sponsored Programme on HIV/AIDS (UNAIDS) (in sharing a staff member to strongly link work on HIV/AIDS with the UNIFEM empowerment and rights-based approach). These will continue in the second SBP. Efforts will be undertaken to strengthen and formalize relationships with UNDP, the International Labour Organization (ILO) and the World Bank. In addition, UNIFEM will strengthen its own knowledge base and that of its partners by undertaking and disseminating the results of assessments of the ways in which inter-agency collaboration benefits gender equality and women's empowerment initiatives nationally and regionally by identifying the strategies that can be used to strengthen collaborative efforts further.

16. The UNDP change management and transition processes have brought to light a number of opportunities and challenges that can be explored to take advantage of the association of UNIFEM with UNDP, as defined in the UNIFEM mandate set out in the annex to General Assembly resolution 39/125. A number of efforts during the last three years have

yielded important lessons: most notably, the distribution of Direct Line 11, which mandated that 20 per cent of the funding from the target for resource assignment from the core be used for women's empowerment and gender-mainstreaming initiatives and encouraged UNDP resident representatives to work closely with UNIFEM at the country level. The limited response to this initiative indicates the need to: (a) establish stronger coordination between UNIFEM and the UNDP gender focal point network; (b) increase understanding within UNDP of the mandate and comparative advantage of UNIFEM; and (c) establish stronger operational mechanisms that support cooperation between the two organizations. UNIFEM seeks the status of executing agency with UNDP in the immediate term with a view to providing more concrete programmatic backstopping and to creating a clear and comprehensible modality through which UNDP at the field and headquarters levels can contract for UNIFEM services and expertise in the areas of its comparative advantage. In the context of this revision and with a view to advancing the women's agenda, UNIFEM will be seeking access to other funding mechanisms available to United Nations organizations with executing status.

C. The five-year review of the Beijing Platform for Action

17. Just as the Fourth World Conference on Women strongly influenced and added direction and purpose to the UNIFEM work programme, it is anticipated that the five-year review of the Beijing Platform for Action will likewise reaffirm, re-align and/or generate key priorities at the national, regional and global levels.

18. UNIFEM is actively engaged in providing support to both governmental and non-governmental activities in the assessment process leading up to the Special Session of the General Assembly to be held in June 2000 — Women 2000: Gender Equality, Development and Peace for the Twenty-first Century. UNIFEM is a cooperating partner of many of the regional economic commissions for the planning of the regional preparatory meetings; is supporting NGO networks to undertake information campaigns to inform broad constituencies; and is using WomenWatch (in collaboration with DAW) to organize electronic discussion forums. In addition, UNIFEM will be launching the first issue of the biennial report entitled "Progress of the World's Women" at the Special Session. The report will identify inspiring examples of how countries and communities have moved forward on women's economic capacity-building and rights to contribute to gender equality. It will also provide an assessment of gaps and challenges that need to be confronted to improve the measurement and targets that underpin progress.

19. The SBP 2000-2003 has drawn on the priorities and trends that have already been identified in the regions in the course of the ongoing Beijing+5 preparatory process. They include a call for more concentrated implementation using a rights-based framework, new forms and tools for assessing accountability and progress, more specific targets that take into consideration existing models already developed by the Organisation for Economic Cooperation and Development (OECD) and others, and a higher level of investment in gender-equality initiatives. In addition, Governments and NGOs note the importance of strengthening linkages between the Beijing Platform for Action and the outcomes of other United Nations conferences, particularly with the World Summit for Social Development and the International Conference on Population and Development, in the context of poverty eradication. A consensus is also emerging on the importance of fostering common ground between Governments and NGOs towards moving forward the agenda of the Platform for Action and providing technical support to Governments in the implementation of national action plans.

20. UNIFEM considers the outcome and conclusions of Beijing+5 — and the gender-related outcomes of other five-year reviews of United Nations conferences — as the compass that will guide its programme priorities for the coming four years. It is therefore critical that UNIFEM have the capacity and resources to ensure immediate, concrete and sustained follow-up to the issues and opportunities identified through the Beijing+5 process and in the agenda for work suggested by "Progress of the World's Women".

IV. Opportunities and challenges in the external and internal environment

A. The external environment

21. The Beijing Platform for Action, which emerged from the broad consensus reached among Governments and NGOs, is overwhelmingly regarded as the agenda for the empowerment of women. In supporting this agenda, along with targets set at other United Nations global conferences, UNIFEM is challenged to assess how much progress has been achieved for women's empowerment. In a comparison of the human development index (HDI) and the gender development index (GDI), the most important conclusion is that gender inequality is a universal problem, persisting in rich as well as in poor countries (GDI values are lower than HDI values in all categories of countries). In addition, the gender empowerment measurement (GEM) is lower than the GDI for all categories of countries. This indicates that women in all parts of the world typically find that an increase in their capacities does not translate into an equivalent increase in their economic and political power.

22. The efforts invested to bring about systemic change for gender equality have achieved some reduction in gender stratification in certain situations although in some cases gender inequality remains constant or has actually increased. The question of how much change in gender equality and in what direction — increase or decrease — depends on a number of considerations:

(a) Women's status in different societies falls along a continuum that extends from relative gender equality to extensive female disadvantage. If development strategies are to succeed in reducing women's poverty and improving their status, underlying structures that perpetuate gender inequalities must be transformed. It is also essential to understand the dynamic relationship between economic and political processes that create and influence these structures and the place of women on the gender equality continuum;

(b) Conditions that tend to produce change in the degree of gender stratification must simultaneously address the micro, meso and macro levels, which interact with one another. For example, interactions within the family, a micro phenomenon, are shaped by economic opportunities, legal constraints, social expectations as well as class and ethnic systems, which are meso and macro structures and processes. In other words, changing gender hierarchies requires the incorporation of structures and processes from all levels;

(c) It is also important to learn how specific variables can trigger large-scale change in gender systems in the desired direction. Macro-structural changes, primarily in economic, political, legal and technological variables, have been known to trigger broad systemic change. For example, structures of the marketplace and models of development, which take into account what women do and how households behave, can positively affect systems of gender equality. The challenge is therefore to identify those variables that can leverage systemic change, taking into consideration the interplay between critical variables from the economic, political, social and cultural spheres;

(d) Specific inputs are required to create the enabling environment needed to achieve progress for gender equality. This would require allocation of public expenditure for social development, ensuring women's economic rights, investing in women's skills and knowledge, and ensuring the personal security and rights of women to lives free of violence and poverty;

(e) There is a need to remove policy and cultural biases as well as household-level constraints, which deny women access to economic resources, the rights to land or property, or the fair valuation of their work. At the same time, alternative approaches or a mix of interventions to promote women's economic and political empowerment are needed, such as policies in support of home-based workers, the creation of new markets for goods and services produced by women, and organizing women's associations;

(f) Support for leadership development is essential in ensuring that women acquire the skills and experience to prepare them for leadership positions. Strategic alliances and partnerships are also critical factors in increasing women's opportunities to participate and shape political decision-making.

23. The above considerations must be framed within specific regional and country contexts and within the development challenges and opportunities that have emerged as we enter the twenty-first century. Our changing world is currently being shaped by three

major phenomena, all of which have major consequences for women's lives: economic globalization, fragmentation, and problems without borders. They are examined below:

(a) *Economic globalization.* This consists of four components: finance, trade, investment and technology. As it currently exists, economic globalization can be seen as a restructuring of rights and the restructuring of relationships between monetized and non-monetized sectors. The Asian crisis and World Trade Organization (WTO) negotiations, in particular, have brought problems of globalization to the fore. Many women experience globalization not as an agent of progress, but as a force creating inequalities in the distribution of opportunities and resources among countries and within them. Women still constitute the majority of the world's 1.3 billion absolute poor and for many women, globalization has not generated formal employment but has instead shifted their work to the informal and casual sectors.

There is a need to assist countries in their desire to develop new frameworks towards transforming globalization to become pro-poor and pro-women, a globalization that is more socially accountable. In doing so, advantage must be taken of new opportunities that are emerging in different types of markets (goods, labour, land, finance), as well as the particular nature of markets that dominate the economies of programme countries.

(b) *Fragmentation.* A parallel process to globalization is fragmentation along lines of ethnicity, language and religion. There are today more intra-state wars and conflicts than at any time in human history, leading to the breakdown of the social fabric in many countries as well as an increase in violence against women and girls. A global process of political restructuring is under way, characterized by different and often difficult transitional processes. This includes the rise of people's movements and alliances, a gradual move to democratization by many countries and an increase in the number of States that have grown weaker economically and have become debtor States. The increasing dominance of the market does not reduce the accountability of Governments to the people they represent. However, the weakening of State structures has also meant a weakening of checks and balances that can ensure this accountability in the process of bringing about an equal balance of resources and power between women and men.

These increasing political and social complexities call for effective interventions in the areas of peace-building, conflict resolution, building common ground between civil societies and States, the United Nations system and business communities, helping to rebuild institutions and capacities, and bringing international agreements and treaties to bear upon the operation of economic and political systems. Women have a critical role to play in all of these areas.

(c) *Problems without borders.* Along with economic globalization and fragmentation, the world has seen a rise in problems that know no borders. These include the globalization of criminal networks, the trafficking in women and children, drug trafficking and the arms trade. In addition, the world is today facing a rise in global environment problems, as well as the continuing spread of HIV/AIDS, a disease that has decimated the productive members of entire communities, leaving behind AIDS orphans in the care of the very old.

The challenge is to move away from competitive and short-term self-interest to a larger and long-term common good that is sustainable and equitable for all.

24. In addition to the larger social, economic and political forces that need to be taken into account, the UNIFEM programme relies on lessons learned from working in three contexts: with Governments; with non-governmental organizations, particularly women's organizations and networks; and with United Nations organizations. Over the past three years, UNIFEM has identified some key principles with regard to enabling and inhibiting factors in these three contexts. These factors will influence programme design and selection in the coming period.

25. With regard to Governments, UNIFEM has taken note of numerous areas in which progress has been made in generating increased political will and commitment. More than 100 countries have developed national plans of action as follow-up to Beijing and they will require assistance — both technical and financial — in implementing these. Progress in specific areas has also been encouraging. In the area of eliminating violence against women, for instance, the number of Governments that have made strong declarations and instituted programmes to address gender-based violence has increased considerably since 1995, albeit not as rapidly as is needed. In the area of economic empowerment, it should be noted that on

4 June 1996, at its eighty-third session, the General Conference of the International Labour Organization adopted the Home Work Convention, a milestone in recognizing women's home-based work and setting minimum standards and rights. In the work of engendering governance and leadership, it is notable that more than 50 Governments have instituted positive or affirmative action programmes to support an increase in women's political participation. The challenge for the SBP 2000-2003 is to maximize the potential of steps that Governments have taken and increase the positive impact on women's lives by strengthening micro- and meso-level mechanisms to support monitoring, documentation, assessment and replication.

26. With regard to NGOs, including women's organizations and networks, UNIFEM has found that in countries where non-governmental institutions are strong and concerned with gender issues, it is possible to build strong collaboration to support gender-equality initiatives. At the same time, UNIFEM is also witnessing a weakening in the resources available to support women's organizations and networks to build capacity and sustainable institutions. This is of particular concern, given the key role that women's organizations and networks have played in putting gender issues on national and international agendas, and in training new generations of advocates for gender equality. The challenge for the next phase of the UNIFEM SBP is to use opportunities to leverage more resources to support programming and sustainability strategies of key women's organizations and networks. Effort also will need to be devoted to supporting their skill-building strategies to foster leadership, networking, and policy advocacy, including through the use of new information and communication technologies and techniques.

27. With regard to United Nations organizations, UNIFEM experience has demonstrated that productive partnerships are greatly facilitated where there is strong commitment in the leadership of the United Nations country team or the headquarters offices. The evidence of this was demonstrated, most dramatically, in the inter-agency campaigns that UNIFEM convened to promote an end to gender-based violence. In these campaigns, the commitment of the resident coordinators and heads of agencies in the field was central to the ability to convey a consistent message with regard to the determination of the United Nations to support government and NGO action to end violence against women. At the same time, high-level commitment is not sufficient. The Administrator's Direct Line 11, for example, needed to be backed by operational modalities that would support its implementation in the field. The challenge for SBP 2000-2003 is to use UNIFEM experience to enrich, enhance and stimulate the work of United Nations country teams. This will require strong partnerships with the gender networks that already exist within different United Nations organizations as well as an expansion of UNIFEM networks and capacities. As with Governments, it is also critical to strengthen the monitoring and accountability mechanisms that support realistic assessments of progress and challenges.

B. The internal environment

28. In its SBP 1997-1999, the Fund noted that the key factor influencing its internal environment was its "highly dedicated and qualified staff, who have a strong corporate commitment to the UNIFEM mandate ... The diversity of skills, backgrounds, experience and leadership capacity of UNIFEM staff are a critical asset to the organization." This is equally true for the SBP 2000-2003.

29. UNIFEM seeks constantly to renew and update the skills, capacities and commitment of staff and to ensure that the internal system supports the effective and efficient design, implementation, monitoring and assessment of programmes and partnerships. The following will be of critical importance in the SBP 2000-2003:

(a) **Alignment of performance evaluations and incentive systems with the values, visions and strategies that underpin the organization's work.** UNIFEM collaboration with consultants who have expertise in knowledge management and in building learning organizations over the past three years has demonstrated the importance of an aligned organization. The Directorate has made considerable investment over the past three years to ensure that all staff have a deep understanding of the core organizational goals and strategies that underpin programmes. This has increased the focused, strategic nature of UNIFEM programming. However, it has become apparent that the performance evaluation and incentive systems used by larger United Nations organizations are not suitable for the staff and

competencies that UNIFEM hopes to promote in its work. Evaluation and feedback approaches that are participatory and consistent with transformational leadership principles will be incorporated into the system. This will be a priority over the next four years;

(b) **State-of-the-art information and management systems**. In the past three years, UNIFEM has made considerable progress in upgrading its financial management information system. The challenge for SBP 2000-2003 is to complete the design phase and then field-test and operationalize the project management information system. UNIFEM is increasingly using Internet-based capacities for outreach (through web sites and e-mail bulletins) and consultation (through electronic forums and dialogues). While this results in both cost-savings and increased reach, it makes it more critical than ever that each node in the UNIFEM field network has access to the most current information technology and skills. Increasing the use of intranets, video-conferencing and other electronic communications will be critical to the future planning and management capacities of UNIFEM;

(c) **Increased investments in staff training and capacity-building**. It is more critical than ever that staff at all levels have the opportunity to grow and learn in ways that are consistent with new organizational challenges. The organization plans to invest a maximum of 5 per cent of personnel costs in staff training and capacity-building. A variety of options will be provided, e.g., groups of staff will receive specially tailored training in technical and substantive areas such as the innovative use of Internet-based technologies, documenting the project implementation process and establishing impact assessments, using a participatory and rights-based approach. At the same time, staff will be encouraged to identify specialized short courses and other opportunities to upgrade their knowledge and skills.

V. Strategic objectives in the UNIFEM Strategy and Business Plan, 2000-2003

30. As noted in chapter I, the overarching goals and objectives of the proposed UNIFEM Strategy and Business Plan will remain the same. The activities and approaches will be adapted and altered in keeping with lessons learned during the implementation of the previous plan.

31. UNIFEM will reinforce the use of programme selection criteria during the next four years as a means of continuously focusing its work and of ensuring a manageable and strategic portfolio of initiatives. Programme selection will focus on those initiatives that:

(a) Support national efforts and capacity to implement and monitor progress on the Beijing Platform for Action, taking into account the development challenges, opportunities, and evolving needs of countries and communities;

(b) Build coherent and strong institutions and networks with effective leadership and sufficient political clout and resources to advance a development agenda that meets the international development targets for gender set at various United Nations conferences, and shape emerging economic and political dialogues and frameworks, with a focus on trade, finance, and technology to ensure that they are pro-poor and pro-women;

(c) Establish strategic alliances and synergistic partnerships with Governments, United Nations organizations, women's groups, media, and the private sector to support, implement, and monitor policy and legal frameworks for gender equality;

(d) Further social mobilization, advocacy, and leveraging of political will and financial resources for Governments and women's organizations to ensure gender equality and decision-making at all levels;

(e) Support the catalytic role of UNIFEM in the development cooperation activities of the United Nations system to engender poverty-reduction strategies and indicators, macroeconomic frameworks and budgets, create women-friendly markets in the context of globalization and new information technology, making sure that efforts to humanize globalization address women's needs and concerns;

(f) Pilot innovative approaches to promote women's economic security and rights through particular interventions or a mix of interventions, including: financial and technical services to women workers; appropriate policies and structures in support of women workers; organizing women workers into trade associations or solidarity groups;

(g) Support innovative mechanisms, programmes, and partnerships to end violence against women, addressing the causes of violence, systems of protection and prevention, the engendering of criminal justice systems and supporting services for women who have experienced violence, such as women-friendly police stations;

(h) Stimulate knowledge development and the building of knowledge communities (on ending violence against women, reducing poverty, curtailing armed conflict, and implementing CEDAW) using information technology to bring new energy, purpose, and experiences to United Nations deliberations and to help countries to put in place the strategies needed to achieve the international development targets from a gendered experience.

32. The five objectives of the SBP 2000-2003 are set out below, with general observations on the nature of proposed activities and remarks on how these activities have changed from those in the previous plan. Table 2 of the addendum to the present report contains a more detailed description of the strategic areas of focus and anticipated results.

Objective 1: Increase options and opportunities for women, especially women living in poverty, through focused programming in three thematic areas

33. As in the previous SBP, UNIFEM work will focus on three thematic areas: supporting women's economic capacities and rights; engendering governance and leadership; promoting women's human rights and eliminating violence against women. New areas of emphasis for this strategic objective, in the next four years, will include:

(a) Stronger linkages between themes so that, for instance, issues of economic governance, rights-based approaches to conflict prevention and resolution, and the costs of violence can be more thoroughly explored in UNIFEM programming;

(b) Concentrated efforts to link macro-, meso- and micro-level activities in all UNIFEM thematic areas;

(c) A strengthened focus on ensuring understanding and implementation of global agreements, conventions and treaties that concern women, including the Beijing Platform for Action, CEDAW and the Covenant on Economic and Social Rights;

(d) Greater investments in developing tools, processes, and national capacities to assess progress and accountability on globally agreed commitments relating to UNIFEM thematic areas. This will involve tracking (i) UNIFEM investments in creating new structures to support gender-mainstreaming and women's empowerment (such as women's networks and associations, women's machineries and gender units) and (ii) UNIFEM efforts to change laws and policies (such as new allocations to support women's shelters or instituting positive action policies to promote women's political participation).

Objective 2: Strengthen the capacity of the United Nations system to support women's empowerment and gender-mainstreaming in its policies and programmes

34. UNIFEM is operating in an environment that is significantly different from the one it confronted in 1997. The United Nations reform agenda, the creation of the United Nations Development Group (UNDG), and Economic and Social Council resolutions affirming the importance of integrated and coordinated follow-up to United Nations world conferences, all contribute to a favourable climate in which UNIFEM can lend its support and expertise to encourage gender-mainstreaming. In addition, UNIFEM now has two years of experience in backstopping an expanded and diverse gender support network that includes regional programme directors, senior gender advisers, UNV gender specialists, and UNIFEM/UNFPA gender, population and development advisers. New areas of focus for 2000-2003 will include:

(a) Concentrated attention to ensure that gender is firmly incorporated into the United Nations inter-agency mechanisms such as CCAs and UNDAFs, UNDG thematic groups and inter-agency groups at the country level;

(b) Innovative approaches to backstopping the expanding field network of gender advisers and specialists, including through the use of new

information communication technologies, learning via the Internet and other mechanisms;

(c) Strategic assessments of inter-agency support mechanisms and networks that focus on mainstreaming gender as a means of continuously keeping the system informed of its progress.

Objective 3: Strengthen UNIFEM effectiveness by incorporating the principles of a learning organization and building strategic partnerships that enhance field-based operations

35. In the 1997-1999 SBP, UNIFEM strengthened the awareness and understanding of staff and partners with regard to the importance of UNIFEM becoming a learning organization and began to devise and experiment with systems for supporting organizational learning. UNIFEM experience in organizing on-line discussion conferences, its undertaking of thematic and programme evaluations, and its continuation of regular strategic planning enhanced these efforts. In the next SBP, the emphasis will be on strengthening linkages and synergy between the organization's evaluation, impact assessment, management information systems, public education strategies, and learning organization programmes, practice and principles. UNIFEM will build further on the potential of new information/communication technologies to support cross-national, regional, and global knowledge communities that are working to achieve women's empowerment and gender equality. In all of this work, UNIFEM will explore strengthened and new partnerships — with the private sector, programme and donor countries, women's organizations and multilateral organizations — to promote collective learning that supports gender-equality initiatives.

Objective 4: Ensure that UNIFEM personnel and financial and programme management systems support the goals and programmes of the organization effectively and efficiently

36. In a constantly changing world, an organization needs to adopt flexible rules and procedures that allow it to respond to emerging needs with innovative approaches. It needs to be able to identify new requirements and to learn from past experiences on how best to respond to them. At the same time, an organization needs to combine clear, effective operational modalities with reliable management and control systems to maintain accountability in the use of its resources. UNIFEM intends to meet these challenges through this objective. In particular, UNIFEM will continue to align the experience of its staff to emerging substantive requirements, streamline recruitment procedures and develop and implement a comprehensive staff development plan. It will establish or strengthen operational arrangements that support its cooperation with other United Nations organizations, notably by acting as executing agency for relevant UNDP projects and by entering into management agreements with organizations such as the United Nations Office for Project Services, entrusting them with the administrative tasks relating to programme support while concentrating on the provision of its specialized expertise. Finally, it will develop and apply a project management system responsive to the specific needs of UNIFEM and compatible with the UNDP corporate Financial Information Management System (FIMS).

Objective 5: Build a larger and more diversified resource base

37. Current indications are that UNIFEM resources will continue to grow. This trend will be actively encouraged through the promotion of strengthened and new partnerships with bilateral donors and various partners in the private sector, and through the promotion of innovative fund-raising strategies.

38. In table 2 of the addendum, UNIFEM presents two separate scenarios for income growth during the SBP 2000-2003. The first envisages an overall growth rate of 20 per cent per annum, comprising a slightly higher growth rate of 25 per cent for income from multilateral and private sources than for government sources. A less ambitious scenario foresees an overall 10 per cent growth rate with a correspondingly 15 per cent increase in income from multilateral and private sources.

VI. Additional comments

39. The addendum to the present report (DP/2000/15/Add.1) provides detailed substantive information and is an integral component of the UNIFEM Strategy and Business Plan, 2000-2003. The addendum consists of the following:

(a) Table 1 provides a sampling of results achieved in the UNIFEM Strategy and Business Plan, 1997-1999, which set the context and rationale for the SBP 2000-2003;

(b) Table 2 details the selected areas of support of the SBP 2000-2003, listing strategic objectives and anticipated results, as well as possible indicators that will be taken into account in measuring progress. The list of indicators includes a combination of those that can be derived from existing efforts of countries and international organizations to gather data disaggregated by sex, as well as a small number of indicators that UNIFEM may track in selected programmes and projects;

N.B. UNIFEM is working to develop and apply more effective monitoring and evaluation mechanisms to measure the results and impact of its work. An important first step has been taken in "Progress of the World's Women", which will provide an analysis of the gaps and challenges that need to be confronted to improve the measurement and targets that underpin progress. The selection of indicators that UNIFEM will track over the SBP 2000-2003 will be strongly informed by this work;

(c) Charts 1-4 provide comparative information on UNIFEM income by source (government, multilateral and private sector) as well as by type (core, cost-sharing and trust funds) for the years 1997-1999. Also included are income projections for the years 2000-2003 (scenarios of a 10 per cent and a 20 per cent increase in income);

(d) Chart 5 provides a comparison between projects from all sources over the years 1994-1996 and 1997-1999, showing that the shift to the programme approach resulted in fewer projects with a higher average budget per project;

(e) Charts 6-7 present a disaggregated picture of project approvals by sources allocated by theme and by region for the years 1997-1999.

VII. Executive Board action

40. The Executive Board may wish to:

1. *Endorse* the programme focus, strategies and targets set out in the Strategy and Business Plan, 2000-2003 of the United Nations Development Fund for Women;

2. *Also endorse* the United Nations Development Fund for Women as the centre of excellence within the operational activities for development of the United Nations system for innovative and catalytic programmes promoting women's political and economic empowerment and gender equality;

3. *Recommend* that the Administrator include the United Nations Development Fund for Women as an organization to which execution responsibility for the United Nations Development Programme projects can be entrusted;

4. *Urge* the international community to continue to increase its support and contributions to the United Nations Development Fund for Women and to make available the additional resources required for the implementation of the Strategy and Business Plan, 2000-2003.

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STRATEGY AND BUSINESS PLAN 2000-2003

Addendum

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TABLE 1. SAMPLING OF RESULTS ACHIEVED

IN THE UNIFEM STRATEGY AND BUSINESS PLAN, 1997-1999

Objective 1
Increase options and opportunities for women, especially, those living in poverty, through focused programming on the three thematic areas

The present section deals with results achieved in fulfilling the overall objective of UNIFEM work in line with the organization's mandate. Since UNIFEM programme strategy is designed and guided by an empowerment framework, covering work in three thematic areas that is guided by five strategies, the results are presented to portray these linkages clearly.

Strategy I
Advocate for the leveraging of political and financial support

Immediate results	
General: ♦ Increased political will ♦ Expanded awareness of gender inequality and mechanisms to address it.	**Specific:** **Economic empowerment** ➢ Increased understanding of the impact of globalization on women workers in the informal sector. **Governance and leadership** ➢ World Science Conference declaration engendered to reflect the role and potential of women's participation in science and technology. ➢ Declaration on gender equality signed by Southern Africa Development Community (SADC) Heads of State (1997). ➢ Sensitization of Governments, policymakers and civil society on gender implications in the national budget-formulation process led to increased government commitment to gender-sensitive budgeting in Southern Africa. ➢ A Memorandum of Understanding signed with the Government of Mongolia to implement the Beijing Platform for Action. **Women's human rights and the elimination of violence** ➢ Awareness-creation worldwide achieved through the Inter-Agency Global Videoconference "A World Free of Violence Against Women", held on 8 March 1999 in the General Assembly. ➢ Posters promoting women's rights distributed to 40,000 police stations in India.

General:	Specific:
Medium-term results ♦ New and increased resources for gender equality ♦ New or strengthened legislation and policies to support gender equality ♦ Stronger implementation of international agreements	**Economic empowerment** ➢ Increased awareness of women's constraints and opportunities at the Microcredit Summit led to a significant increase in the number of poor reached, amounting to over 12 million people as of September 1999, of whom 70 percent are women. ➢ ILO Home Work Convention to protect the rights of home-based workers adopted through collaboration with Homenet and ILO. ➢ $16.0 million leveraged for 30,000 women with loans in Latin America and partnership strengthened between microfinance and commercial banking institutions. ➢ $2.5 million women's empowerment programme in Asia launched by UNDP, drawing on UNIFEM experience in the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), political empowerment, and science and technology. **Governance and leadership** ➢ National Strategies and Action Plans for mainstreaming gender into all government planning and policy-making processes developed by newly established national women's machineries in Jordan, Lebanon, Syria, Yemen and the Occupied Palestine Territories. ➢ Integration of the national gender strategy and action plan into Jordan's socio-economic development plan, 1999-2003. ➢ The Political Coordinating Office of Ecuadorean Women incorporated gender in public policies and ensured that the new national Constitution recognized the rights of Ecuadorean women. ➢ Leveraged $1.4 million for the Southern Caucasus project. **Women's human rights and the elimination of violence** ➢ UNIFEM-led inter-agency regional campaigns to eliminate violence against women with participation of United Nations system partners (Habitat, ILO, OHCHR, UNDP, UNFPA, UNICEF, UNV, WHO, the regional commissions, etc.) resulted in resource mobilization and action from a large number of state and non-state actors, including central and local government agencies, criminal justice and law-enforcement officials, the donor community, NGOs, alternative and mainstream media, educational institutions and women's, men's and youth groups. ➢ Revision of laws discriminating against women or allowing impunity for gender-based violence, and enactment of new legislation introduced in countries throughout the world (e.g., law against violence affecting women and families enacted in Venezuela; law against domestic violence approved in Bolivia). ➢ Government of Jordan committed to establish a shelter for abused women.

	➢ Interministerial Community Pact against Intrafamily Violence sponsored in Brazil by the Ministry of Justice. ➢ Advocacy by women's groups contributes to the introduction of the definition of rape as a war crime in the Statute of the International Criminal Court. ➢ Women's shelters in Brazil supported by the Government in the amount of $10 million.

Strategy II
Building new partnerships

Immediate results	
General: ♦ New constituencies involved and sectors mobilized ♦ New skills developed to support women's empowerment and rights	**Specific:** **Economic empowerment** ➢ Women shea-butter producers improved the quality of their products to make them competitive in international markets. ➢ Increased media attention to women's productive work in Pakistan. ➢ Government of India and NGOs collected data in various economic sectors to develop a social security system. **Governance and Leadership** ➢ Capacity-building strategy links West African mayors, trade unionists and parliamentarians. ➢ The Beijing Platform for Action disseminated in rural areas in 15 countries in Africa after translation into local languages. ➢ Statistics engendered in eight Asian countries as a result of the dialogue promoted between users and producers. ➢ Regular dialogue between Governments and NGOs in South Asia facilitated through biannual ministerial-level conferences to review progress and exchange ideas on effective strategies for the implementation of the Platform for Action. ➢ Tripartite groups - Governments, civil society and the United Nations - established within the Southern Cone in Latin America to monitor implementation of the Platform for Action. **Women's human rights and the elimination of violence** ➢ Increased involvement of men's groups in addressing gender violence. ➢ Increased capacity of national machineries and NGOs to prepare reports on CEDAW implementation in five countries, and enhanced cooperation between state and non-state actors on CEDAW.

	➢ Increased involvement of private sector companies such as Avon and Petrobras in supporting gender equality. ➢ Dialogues facilitated between academics, government representatives, religious leaders and advocates from Islamic countries to discuss Shari'a law in relation to CEDAW in Jordan. Dialogue initiated regarding reservations and ratification of the Convention. ➢ Police protocol for cooperation with crisis centres endorsed by the Association of Caribbean Police Commissioners. ➢ Youth activism against gender violence became more visible through essay and poster contests relating to the Inter-Agency Campaign to End Violence Against Women.
General: **Medium-term results** ♦ Partnerships strengthened in support of gender equality ♦ Improved availability of data and indicators for effective implementation, monitoring and follow-up to international agreements on gender equality	**Specific:** **Economic empowerment** ➢ Collaborated with Women in Informal Employment Globalizing and Organizing (WIEGO) for recognition and valuation of home-based work in the UNDP Human Development Report and in the World Bank World Development Report. ➢ Increased inputs from women's groups solicited from Governments during consultations on Lomé 2000 in the Pacific. **Governance and leadership** ➢ Engendered data collection through the training of South Asian census enumerators in collaboration with UNICEF and UNFPA, and with active involvement of NGOs in training activities. ➢ Adoption of a unified strategy and action plan for mainstreaming gender and its coordinated implementation through partnership between national women's machineries and NGO committees in Jordan, Lebanon, Syria, Yemen and the Occupied Palestine Territories. ➢ Memorandum of Understanding signed with the United Arab Emirates Women's Union to develop a National Strategy for the implementation of the Beijing Platform for Action. ➢ Gender-sensitive data and indicators developed by statistical data users in Cuba and Mexico for designing public policies and programmes. **Women's human rights and the elimination of violence** ➢ More than 45 villages in Senegal committed to ending female genital mutilation (FGM), and presidential decree issued in Senegal to ban the practice of FGM.

Strategy III
Capacity building for Governments, NGOs and UN partners

Immediate results	
General:	**Specific:**
♦ New skills developed to support women's economic and political empowerment and rights ♦ Women's economic and political leadership and decision-making increased	**Economic empowerment** ➢ In Zimbabwe, training in roof-tile and soil-block production resulted in the placement of orders by the Government and private sector. ➢ Participation in the SADC Women's Expo in Africa increased capacity of women from 13 countries in learning how to assess quality, price, and package and advertise products. ➢ Participation in the Women's International Fair in Asia led to an increase in women's capacity to explore market linkages, new technologies, and alternative sources for financing. ➢ Mayan women's entrepreneurial skills developed in Mexico, leading to the creation of bee-keeping and embroidery groups to enhance women's incomes. ➢ Development of gender-sensitive business counselling services in Lebanon and the Occupied Palestinian Territories led to linkage of women in the informal sector to credit and vocational training programmes. **Governance and leadership (clusters: media together, politics together, etc.)** ➢ Women in Burundi, Colombia, Guatemala, Rwanda, Somalia, Sri Lanka and Sudan increased participation in formal and informal peace-building and conflict-resolution initiatives as a result of training. ➢ Media professionals and executives in Latin America and Africa sensitized to gender issues after receiving gender training. ➢ Aspiring women politicians in Nigeria and the Pacific Islands able to develop effective media campaign strategies and to break down media stereotypes of women politicians. ➢ India's ninth five-year plan engendered with support from local women's organizations. ➢ Increasing number of South Pacific women candidates contesting the elections and gaining representation in Parliament after receiving training in developing campaign platforms and strategies. ➢ Increased gender awareness among staff of the justice system in India and in the Andean

	region after introduction of gender-sensitive training modules. ➢ Expanded outreach to remote and isolated communities of the Andean region. **Women's human rights and the elimination of violence** ➢ Increased capacity of Governments and non-state actors to apply women's human rights covenants and instruments to legislative, normative and executive processes through various human rights advocacy and training materials produced and disseminated to them. ➢ The Capacity of women's groups is developed, to promote women's human rights in conflict-affected countries (e.g. Burundi, Republic of Congo, and Pakistan) trained through the Trust Fund to Eliminate Violence Against Women. ➢ Capacity to link implementation and monitoring of CEDAW at the local- and global-levels increased through training of activists from more than 50 countries and facilitating their direct work with the CEDAW committee. ➢ 10 village communities in Senegal incorporated CEDAW and women's human rights in their daily life, and promoted the abandonment of FGM. ➢ Increased capacity of NGOs and national machineries in South Asia, Latin America and the Caribbean in reporting to the CEDAW Committee. Increased coverage of issues relating to CEDAW and women's human rights by media professionals in the Caribbean as a result of training.
General: **Medium-term results** ♦ New structures established to carry on work and monitor accounta-bility ♦ Strengthened women's networks and organizations that	**Specific:** **Economic empowerment** ➢ Steering Committee for women in business and women's desk established in Inter-governmental Authority on Development (IGAD)(Kenya). ➢ High-level official advisory group created by Southern Common Market (MERCOSUR) Ministers to advise on the design of public policies for gender equality. ➢ MegaMarket '98 led to the establishment of the Caribbean Association of Women Entrepreneurs. ➢ Creation of the South Asia Network of Women Entrepreneurs to assist women with access to market and technology. ➢ Microcredit collective created and registered in India, providing self-help groups with access to credit. ➢ MicroFinance Institutions' Forum founded in the West Bank to coordinate credit programmes. ➢ Women cotton farmers in Nepal transformed their informal organization into a legal entity that can secure financial services from the Government and claim a place on the Cotton Development Board.

represent women's interests ♦ Women's role in crisis situations recognized and supported	➢ The Domestic Workers' Association of Ecuador granted legal status by the Ministry of Labour. **Governance and leadership** ➢ Federation of African Women's Peace Networks established, comprising groups from 16 countries in Africa. ➢ Asia-Pacific Economic Cooperation (APEC) Women's Leadership Network formed leading to introduction of gender orientation in all APEC Senior Officials' meetings. ➢ Reinstatement of the Ministry of Women in the Muslim State of Jigawa, Northern Nigeria after UNIFEM-sponsored gender-training workshop. ➢ National women's machineries established in Lebanon, Syria, and the Occupied Palestine Territories. ➢ A gender-audit mechanism involving local women's organizations established in India, and gender issues highlighted in the country's ninth five-year plan. ➢ Formation of the South Asian Association for Regional Cooperation (SAARC) Women for Peace network in South Asia, with membership from over 60 NGOs. ➢ Gender desk established in the Rwandan Parliament. ➢ Eight out of 27 women running for parliament in Fiji elected, five of whom were appointed to Cabinet Minister posts, including a Deputy Prime Minister. **Women's human rights and the elimination of violence** ➢ Trust Fund in Support of Actions to Eliminate Violence Against Women established at UNIFEM, supports projects globally based on a joint inter-agency apprraisal process. ➢ Creation of a new regional monitoring network of NGOs on CEDAW in South and South East Asia.

Strategy IV
Piloting new and innovative approaches

General:	Specific:
♦ Deeper understanding of what supports and impedes gender equality created ♦ New methodologies adopted to strengthen the economic and political role of women	**Economic empowerment** ➢ Government and NGO partners piloted gender budgeting in South Africa. ➢ In Zimbabwe, a project enabled women beneficiaries to acquire and own land using their established business as collateral. ➢ Food-processing projects in African and Mayan regions developed and linked to related activities undertaken by women in other parts of the food industry. ➢ Gender-sensitive business skills training methods introduced and institutionalized in Western Asia. ➢ Government of India developed a methodology for the incorporation of home-based work in the national sample survey. **Governance and leadership** ➢ Establishment of a website for African women in politics. ➢ Governments in Egypt, Jordan and Yemen adopted the women-in-development (WID) initiative approach. **Women's human rights and the elimination of violence** ➢ Creation of zero tolerance zones, community pacts against violence against women, development of protocols for cooperation between the police and crisis centres, and other innovative pilot initiatives conducted to eliminate violence against women under the aegis of the Trust Fund. ➢ Awareness of violence against women raised through use of alternative media strategies such as theatre, dance and music.
General: **Medium-term results** ♦ Increased requests for replication ♦ Increased use	**Specific:** **Economic empowerment** ➢ A show of interest from other countries in Africa to replicate South African gender-budgeting initiative. ➢ Replication of Burkina Faso shea-butter project in Benin. ➢ New economic empowerment programmes designed in Central and Eastern Europe and the Commonwealth of Independent States based on development experiences from other regions.

by decision-makers of good practices and lessons learned on women's empowerment approaches	➢ Pilot demonstration units for small- and medium-scale food-processing industries established in Romania under a joint UNIFEM/UNDP project. **Governance and leadership** ➢ Gender-management system set up in Saint Kitts to facilitate the design, implementation and monitoring of gender-sensitive policies and programmes. ➢ An adapted version of the food technology contest piloted in the Andean region being implemented in Mexico and Brazil. **Women's human rights and the elimination of violence** ➢ Pilot television programme in Thailand reaching 1 million households and educating viewers on a wide variety of issues relating to violence against women. Frequency of the programme increased from two to three times a month by popular demand. ➢ Request to develop a police-training curriculum in India.

Strategy V
Building an operational knowledge base to influence gender-mainstreaming

General:	Specific:
♦ New approaches identified to documenting and disseminating lessons learned ♦ Knowledge networking facilitated among stakeholders	**Economic empowerment** ➢ Advisory committee and preparatory process launched to support preparation of UNIFEM flagship publication "Progress of the World's Women", documenting progress in the implementation of the Platform for Action, and in the promotion of women's economic rights in an increasing globalized world. ➢ Publications outlining strategies for engendering international trade policies shared with key partners. ➢ Statistical study on rural women in Colombia used by the Ministry of Agriculture for the development of public policies. **Governance and leadership** ➢ Successful strategies for women's leadership development identified at a round-table discussion between donor partners, women leaders from around the world and United Nations partners. ➢ Publication and dissemination of an information database on women journalists in West Africa.

	Women's human rights and the elimination of violence ➢ < End-violence> electronic discussion list attracted more than 2,000 participants and created an innovative inventory of lessons learned and successful strategies. ➢ Support secured from private foundations to document lessons learned from implementation of Trust Fund activities and to identify the most effective methods and good practices to eliminate violence against women.
Medium-term results ♦ Increased sharing of experiences across regions	**Economic empowerment** ➢ Drawing from experiences gained in Bangladesh, new microfinance projects started and networking capacity built within Microfin Afric. ➢ Development of programmes on home-based workers in Latin America based on the lessons learned from Asia and the Pacific. Caribbean islands and Pacific islands collaborated on strategies for the involvement of NGOs and for advocating gender-sensitive trade policies relating to the Lomé Convention. ➢ Experiences of selected women leaders working to promote sustainable peace in various conflict areas of the world documented and disseminated. ➢ Request received for replication in Belize of the gender-management system that was introduced in Saint Kitts. ➢ Experiences gained in the Southern Cone of Latin America to create tripartite groups (governments, civil society, and the United Nations) to monitor Platform for Action implementation replicated in the Central and Eastern Europe and the Commonwealth of Independent States region. ➢ Training methods and manual developed in the Pacific for women's political empowerment adapted for the Central and Eastern Europe and the Commonwealth of Independent States region. **Women's human rights and the elimination of violence** ➢ Regional inter-agency campaign begun in Latin America/Caribbean and replicated in Africa and Asia.

Objective 2
Strengthen the capacity of the United Nations system to support women's empowerment and gender-mainstreaming in its policies and programmes

A major thrust towards achieving this objective came from the UNIFEM programme to establish a network of gender advisors and gender specialists to support the resident coordinator system in engendering the United Nations reform process and in follow-up to Beijing. Five of the projected 10 senior UNIFEM gender advisors have been placed, and 18 of the 20 projected UNV gender specialists, who are jointly backstopped by UNV, UNIFEM and UNDP, have been placed. In addition, UNIFEM and UNFPA developed a partnership to strengthen synergy between the implementation of the International Conference on Population and Development (ICPD) and Beijing. UNIFEM is backstopping 10 gender population and development advisors who are part of the UNFPA Country Support Teams (CSTs).

Strategic areas of work	Results achieved	Outstanding issues
Provision of support to the UNDG to mainstream gender into the United Nations reform process at the policy level	Short and medium term results ➢ Inter-agency input through the UNDG Sub-Group on Gender resulted in engendering of CCA, UNDAF and resident coordinator report guidelines. ➢ Indicator guidelines highlighted need to disaggregate data by sex in all situations, not only "when appropriate".	
Strengthened support to the United Nations operational activities for development	➢ UNDAF documents in Ghana, India, Kenya and Senegal, included strong gender components as a result of the work of UNIFEM gender advisors and regional programme advisors. ➢ Gender-perspective emphasis in UNDAF led to gender being the focus of first programme developed under UNDAF in Ghana, with the UNIFEM Gender Advisor playing a central role in formulation and implementation ➢ A United Nations Coordination project under UNDAF funded by the United Nations Foundation in Mozambique, and being co-executed by UNFPA and UNIFEM.	➢ Need for building capacity of United Nations country teams in gender-mainstreaming. ➢ Initiate mechanisms to support field-based thematic groups on gender by UNDG Sub-Group on Gender.

Increased support to the resident coordinator system in mainstreaming gender into the United Nations reform process and follow-up to Beijing.	➢ Placement of 5 of projected 10 UNIFEM gender advisors in Africa, Latin America and Asia. ➢ Placement of 18 UNV gender specialists as a result of strong collaboration between UNDP, UNV and UNIFEM. ➢ Gender advisors are increasingly recognized as experts on gender issues in the United Nations system and in the host country government apparatuses. ➢ CCAs engendered through the role played by gender advisors and RPAs in China, Guatemala and Rwanda ➢ Strong partnerships established between grass-roots and the United Nations organizations in the development and implementation of a gender programme in Ghana.	➢ Resource mobilization needed for recruitment of additional gender advisors. ➢ Issue of sustainability of UNV gender specialists programme yet to be addressed.
Strengthening of partnerships with UN agencies	➢ UNIFEM/UNAIDS partnership expanded with six-country pilot projects to address gender and HIV/AIDS challenges which sparked catalytic processes enhancing understanding of gender dimensions of the epidemic, generating public debate on ethical concerns within a rights-based approach, generating good practices on empowering women to negotiate safer sex. ➢ UNIFEM and UNFPA developed close and viable partnership in providing technical backstopping in gender, population and development to eight UNFPA Country Support Teams.	➢ Development of modalities to create partnerships and execute projects for other multilateral organizations, including UNDP, the World Bank and development banks.

Objective 3

Strengthen the Fund's effectiveness by incorporating the principles of a learning organization and building strategic partnerships that enhance field-based operations

In developing activities towards this objective, UNIFEM strengthened the awareness and understanding of staff and partners with regard to the methods and changes required to become a learning organization. Different approaches to knowledge management, use of new information/communication technologies, and organization of inter-agency initiatives were undertaken to generate good practices and lessons learned, as well as to identify gaps and challenges to achieving women's empowerment and gender equality. UNIFEM experience in organizing on-line discussions and conferences, its undertaking of thematic and programme evaluations, and its continuation of regular strategic planning enhanced these efforts.

Strategic areas of work	Results achieved	Outstanding issues
Innovative use of new information/ communication technologies to increase knowledge, partnerships, and constituencies.	Short and medium-term results ➢ Strategic partnerships with the World Bank and the Educational Development Centre in launching the "end-violence" on-line discussion list, which became a model for electronic conferences on the 12 critical areas of concern from the Beijing Platform for Action undertaken through WomenWatch. ➢ Inter-agency global video-conference reached more than 20 countries and resulted in the production of a widely circulated information kit that described the organizations anti-violence activities of the United Nations. ➢ UNIFEM visibility as knowledge provider on key strategies to end violence against women increased significantly through expanded media coverage, including a CNN programme "Insight" broadcast to over 200 countries, showcasing UNIFEM work on domestic violence; UNIFEM Public Service Announcements broadcast on CNN; 85,000 hits to website registered on bi-weekly basis, etc.	➢ Capacity to innovate with ICTs and use them for organizational learning is limited by information systems of UNDP and the United Nations.

Development of models of strategic partnerships, particularly with multilateral organizations, private-sector organizations, programme countries, donor Governments, media, and women's networks	➢ **Private-sector donors such as the MacArthur Foundation and the United Nations Foundation, provide support to the learning component of the Trust Fund. Support also provided by the United Nations Foundation for a multi-year project to strengthen the interactive component of WomenWatch as a way of generating widespread participation in planning for the five-year review of Beijing** ➢ **Private-sector corporations in programme countries such as Brazil and India approached UNIFEM for advice and joint sponsorship of activities in support of gender equality.** ➢ **Signing of Memorandum of Understanding to implement Platform for Action with Mongolia, the first MOU with a national government.**	➢ **Development of contractual relationships slowed by the need to consider legal implications of these types of partnerships.**
Enhancement of staff understanding of organizational culture and systems needed to support comprehensive learning and knowledge management	➢ Development of staff capacity-building strategy in order to support organizational learning. ➢ Regular strategic planning undertaken at global and regional levels to monitor progress on achieving results and to share organizational lessons learned.	
Development of new partnerships to make accessible good practices and lessons learned, as well as identify gaps and challenges in achieving gender equality.	➢ Outline and initial chapters of a new biennial UNIFEM flagship, Progress of the World's Women, developed by global team of economists and gender specialists. ➢ United Nations system-wide database on good practices in implementing the Platform for Action designed by task force led by UNIFEM/UNDP and involving UNFPA, UNICEF, HABITAT and DAW, and endorsed by the Inter-Agency Committee on Women and Gender Equality.	➢ Systems need to be put in place to invite staff to be innovative and to develop new models - this entails a steep learning curve and openness to learning from mistakes.

Objective 4
Ensure that UNIFEM personnel and financial and programme management systems support the goals and programmes of the organization effectively and efficiently

In a constantly changing world, an organization needs to adopt flexible rules and procedures, which allow it to respond to emerging needs with innovative approaches. It needs to be able to identify new requirements and learn to respond to them. At the same time, an organization needs to combine clear and effective operational modalities with reliable management and control systems to maintain accountability in the use of its resources. Under this objective, UNIFEM intends to meet these challenges.

1. Ensure that UNIFEM efficiently recruits and retains the staff it requires to deliver its mandate	• UNIFEM resourced with staff whose competencies match the programmatic and operational requirements of the Fund • Job descriptions and post classifications accurately reflecting the nature and level of tasks to be performed • Staff continuing to perform optimally within agreed performance parameters and deriving continued professional satisfaction from their tasks and responsibilities • UNIFEM staff commensurate in terms of numbers, competencies and assignment location with the substantive requirements of the Fund and the overall income situation	• UNIFEM posts filled in a timely manner, as and when needed, with minimum vacancy time • Job descriptions and post classifications being kept up-to-date • 360 degrees performance appraisal systems implemented • UNIFEM field presence expanded in numbers and locations for better coverage of programme countries • Strengthened substantive competencies of staff at headquarters with concomitant reduction of programme support functions
2. The human resources of UNIFEM developed and matching programmatic requirements	• UNIFEM staff competencies upgraded both in sustantive programme areas and in procedures/operational modalities, to meet organizational requirements (selected topics for	• Staff development needs analysis conducted • Staff development plan formulated and implemented

	➢ Agreement reached with UNDP on distinction between (a) internal/ rotational posts to be filled in the context of UNDP reassignment exercises and (b) external/specialist posts to be filled through external recruitment and limited to services to UNIFEM.	
Revision of UNIFEM operational modalities to streamline projects and programme portfolios	<u>Immediate results</u> ➢ Adoption of the partial funding formula set out in the annex to Executive Board decision 97/4, in which the Board endorsed the methodology allowing UNIFEM to programme on the basis of estimated current year income and a percentage of expected future income. This facilitated planning of larger projects and programmes. ➢ Programme approach adopted, resulting in UNIFEM reducing the number of projects from 174 (1994-1996) to 168 (1997-1999), despite a 52 percent increase in income between the two periods. Average project size increased from $174,334 to $275,232. ➢ All UNIFEM staff at headquarters and in the field trained in results-based management. ➢ Project/programme documents format revised to reflect the principles of results-based management. <u>Medium-term results</u> ➢ Adoption of results-based management principles by the organization. All programmes and projects, as well as other corporate, unit or individual activities and plans are now based on the principles of results-based management.	➢ Full application of the programme approach constrained by the limited resource base of UNIFEM. Comprehensive programmes have been developed, but can be fully implemented only after a major resource mobilization drive. ➢ Provision of training in results-based management for newly recruited staff. ➢ Definition of reliable, relevant and attainable indicators initiated and in the process of consolidation.

Introduction of a management information system to facilitate and coordinate the work of the organization	<u>Short-term results</u> ➢ Integrated Management Information System (IMIS) replaced the UNDP general ledger system on 1 January 1999. ➢ Staff trained in IMIS operations. ➢ Introduction of the Financial Information Management System (FIMS) on 1 January 1999 to record programme allocations and delivery. ➢ Field offices linked to headquarters through the UNDP intranet. ➢ Introduction of a new project classification system responsive to UNIFEM needs. <u>Medium-term results</u> ➢ UNIFEM income and disbursement recording systems made Y2K compatible. ➢ UNIFEM transactions now being processed electronically. ➢ Following introduction of FIMS, staff are able to obtain up-to-date information on income, allocations and disbursement trends, facilitating sound budget and programme management.	➢ IMIS requires considerable investment of time and training of staff in its use. ➢ Selected field offices still unable to access intranet. ➢ Management Information System linking programme to finance requires interface with UNDP; corporate software yet to be fully developed. ➢ Automatic data transfer for transactions in the field still being developed by UNDP. ➢ Programme staff still to receive full FIMS training from UNDP to enable them to manage their portfolios autonomously.

Objective 5
Build a larger and more diversified resource base

The Strategy and Business Plan, 1997-1999 initially projected an increase in the level of support for UNIFEM from $17.2 million in 1996 to $19.3 million in 1997, $29.3 million in 1998 and $39.3 million in 1999. Close monitoring of income and expenses led to a downward revision of these projections by the end of the first year. An estimated $24.3 million in resources are anticipated as actual income for 1999. However, when taking into account funds managed that are not reflected in UNIFEM income (e.g., for UNFPA, Government of Brazil, etc.), the UNIFEM portfolio reflects an amount in excess of the $28 million. As a result, UNIFEM has achieved a healthy and sustainable growth rate over the plan period while avoiding undue strain on its staff resources and maintaining the standards of quality and responsiveness to its stakeholders to which it feels bound.

Strategic areas of work	Results achieved	Outstanding issues
Increase UNIFEM resource base	Immediate results ➢ UNIFEM resource base increased from $17.2 million in 1996 as follows: 1997 $19.3 million (+12%) 1998 $20.8 million (+ 8%) 1999* $24.3 million (+17%) *estimate Over the SBP period, overall increase in resources was 41 percent. Medium-term results UNIFEM resource outlook for future years confirms continued growth trend in resources.	

Diversify UNIFEM resource base	Immediate results ➢ Increased resources mobilized from the private sector, including $0.7 million in 1998 and $1.7 million in 1999 from the United Nations Foundation; $1.5 million committed by the United Nations Foundation for the year 2000. ➢ Increased contributions to the Trust Fund to Eliminate Violence Against Women from $0.6 million in 1996 to $1.2 million in 1999. Over the SBP period, contributions to the Trust Fund amounted to $3.7 million. Increased commitments received from various foundations and other funding sources for UNIFEM projects ($350,000 from McArthur Foundation, $217,000 from the AgFund, and $512,800 from Ford Foundation).	➢ Opportunities to mobilize significant resources at field level from the private sector limited by existing regulations. As a result, nearly $2 million were lost from the Inter-American Development Bank, Avon and other new sources.
Develop new partnerships resulting in UNIFEM being able to mobilize additional resources	Immediate results ➢ UNIFEM executing UNFPA-funded projects amounting to $0.6 million in 1997, $2.8 million in 1998 and $2.5 million in 1999, and UNAIDS-executed projects amounting to $126,500 in 1999. ➢ UNIFEM able to mobilize $594,000 in 1998 and $776,000 as cost-sharing from the Government of Brazil. ➢ UNIFEM National Committees oriented to and consulted on plans to phase out committees that fail to generate at least $10,000 annually and/or contribute meaningfully to UNIFEM visibility and resources. Medium-term results ➢ Partnership developed with UNFPA and UNAIDS for which UNIFEM executes selected project in its area of comparative advantage	➢ Similar agreement with UNDP, that would allow UNIFEM to execute UNDP-funded projects still outstanding.

	➢ Partnership developed with the Department for International Development (DFID) of the United Kingdom, committing UNIFEM to the production of results in agreed priority areas in exchange for a commitment by the donor to increased contributions over future years.	➢ Similar agreements with other selected donors still under negotiation.

TABLE 2. STRATEGY AND BUSINESS PLAN, 2000-2003:

SELECTED AREAS OF SUPPORT

Objective 1
Increase options and opportunities for women, especially those living in poverty, through focused programming in the three thematic areas

(a) Economic empowerment and rights

Economic empowerment of women is a key strategy in the fight against poverty and economic insecurity. UNIFEM activities in this area include engendering macro policies and intermediary institutions, promoting economic rights and responsibilities, strengthening women's organizations, and building women's asset base. In addition to outlining the intended outcomes under each of the four areas, the types of indicators that UNIFEM will seek to measure performance and monitor the achievements are also included.

1. Strengthening women's economic capacity, rights and sustainable livelihoods as entrepreneurs, producers and home-based workers (micro level)	• Increased awareness of barriers and opportunities for women's participation in the economy • Greater understanding of women's contributions to national wealth • Reduction in the number of women in poverty through participation in viable economic activities • Increased access to markets, networks, financing and information technology • Enhanced ability of women to diversify to new and growing economic areas • Increase of productive employment in formal and informal sector • Increased gender equality with respect to labour-market opportunities	• Availability of data on the obstacles and opportunities for women's participation in the economy • Availability of credit facilities for women • Number of small- and medium-scale enterprise owned by women • Level of employment in non-traditional areas • Visibility of women's products in strategic trade fairs and markets • Number of women introducing their products to broader markets • Level of prices negotiated, number of orders received, product quality control and number of items sold • Level of income and profit for women and women-owned

Strategic area of support	Intended outcomes a/	Indicators
		enterprises • Number/ratio of women in labour market
2. Building women's economic literacy and leadership to participate and shape all types of markets - (labour, land, finance, goods)(micro level)	• Improved awareness by women of their economic rights • Increased understanding by women of trade and economic policy-making processes and their impact as well as of ways to influence them in their favour • Enhanced ability to advocate for policy and legislative reforms to increase access to productive resources • Advancement of young women leaders and entrepreneurs into positions of responsibility and leadership • Increased participation of women in influencing and shaping trade negotiations and policies, national budgets and social security agendas • Increased recognition, visibility and valuation of women's work • Narrowing of income differentials from gender bias.	• Extent to which women are in dialogue with key economic and trade actors, including local, regional, national and transnational deliberations and agreements on trade, budgets, etc. • Level of integration of recommendations by gender groups/structures into economic policy-making • Level of consistency in the collection and use of data on women's work and economic contribution • Number of women, including younger women, in economic leadership and decision-making positions • Data on gender disparities in income
3. Strengthening and building capacity of women's networks and business associations locally, nationally and internationally to address feminized poverty, increase women's bargaining power, and secure fair and better deals for women in all types of markets (meso level)	• Increased awareness by women's organizations of constraints, rights and opportunities for women's economic empowerment • Stronger constituencies and networks to leverage political will for women's equal participation in economic decision-making	• Number of women/groups active in advocacy work for women's economic rights and empowerment • Recognition and visibility of women's organizations by the public at large • Legislation enacted to ensure equal participation in the economy of women

	• Stronger alliances with civil society organizations (CSOs) and people's movements • Improved strategic partnerships with the private and public sectors • Greater access of women to new and better markets	
4. Promote enabling institutional legal and regulatory environment for women's equal ownership and access to economic resources and assets such as land, finance, property, social security (meso level)	• Greater gender sensitivity among delivery institutions and decision-makers in public and private sectors • Gender-sensitive census data to reflect women's contribution to the economy • Engendering of national budgets and statistical systems • Stronger capacity of organizations to respond to the needs and priorities of women living in poverty • Formulation of appropriate public policies that provide for equal access to and ownership of productive resources including access of indigenous and peasant women to land ownership • Improved mechanisms and responses to eliminate all forms of discrimination and violence in the workplace	• Inclusion of gender issues in strategic plans of government and multilateral key partners • Availability of time-use measurement data to reflect the division of labour within the household • Adoption of gender-sensitive business tools and services by national and intermediary institutions • Number of countries adopting gender-budgeting mechanisms • Resources leveraged for women's economic activities and poverty eradication by national and intermediary institutions • Adoption and implementation by countries of ILO convention on home based work, CEDAW and Convention on Civil and Political rights
5. Engender macro-economic frameworks and build capacity of countries to manage globalization and economic	• Stronger partnership with UNDG in its effort to support the United Nations system-wide effort to halve extreme poverty by 2015	• Number of strategic partnerships developed and strengthened (with UNDG, Bretton Woods institutions, the European Union, CSOs and

Strategic area of support	Intended outcomes a/	Indicators
transition from the perspective of poor women (macro level)	• New and Improved partnerships with Bretton Woods institutions, the European Union and CSOs to promote economic policies for women's empowerment • Increased understanding by policy-makers of the impact of trade, debt-relief and other economic policies on women's livelihoods • Changes in policies and legislation to affect women's livelihoods positively • Engendered debt relief policies to ensure that women benefit from the resources that are generated • Strengthening of women's committees within mainstream economic structures to advise on policies • New or stronger mechanisms at the global level to regulate and increase accountability for women in global economic and financial policy-making • Improved mechanisms to measure and monitor the degree to which feminized poverty is reduced and women's income poverty is measured	United Nations organizations) • Relevant data generated for use in advocacy, policy and programming for gender equality • Availability of data to reflect women's income poverty at the household level • Number of countries adopting gender-sensitive debt-relief policies • Number of public pronouncements and decrees on pro-women policies and legislation • Number of documented cases of pilot programmes addressing feminized poverty • Number of poverty alleviation programmes engendered • Number of projects upscaled by larger donors • Number of women's committees and gender mainstreaming mechanisms in place • Extent to which MERCOSUR, IGAD, Economic Community of West African States, APEC, the Lomé Convention and other trade treaties are gender inclusive

(b) Women's human rights and the elimination of violence against women

The next four years will be a period of deepening and consolidation of UNIFEM work on human rights and the elimination of violence against women. The overarching strategy will be guided by the use of a rights-based approach to UNIFEM programming activities. Training of UNIFEM programme staff on this approach will help to position the organization as a substantive partner to Governments, NGOs, donors and United Nations specialized agencies, funds and programmes.

Strategic area of support	Intended outcomes	Indicators
1. Support strategic interventions to enhance ratification and implementation of CEDAW, including the Optional Protocol (local, national and global levels)	• Stronger legal and policy frameworks in support of gender equality • Initiatives on the economic rights of women strengthened by linkages to CEDAW principles and obligations of equality and non-discrimination • Initiatives to translate the language of equality in the Convention into concrete gains for women	• Stronger legal and policy frameworks in support of gender equality • Initiatives on the economic rights of women integrating CEDAW principles • Successful strategies for gains in women's equality, including utilization of the Convention
2. Strengthen capacity of women, policy-makers and judiciary to use the Women's Convention as a strategic tool for the promotion of women's human rights and equality	• Knowledge base on how to bring about concrete changes in women's status created at national level, including emergence of a resource pool of national and regional experts on the Convention • Innovative, proactive use of the Convention in work by women's NGOs in advocating for women's human rights • Equality for women realized in legal strategies and court decisions, as judges and lawyers at the national and regional levels use the CEDAW framework for equality and non-discrimination	• Availability and wide dissemination of information on use of CEDAW for various constituencies (also available in local languages) • Increase in legal decisions that use CEDAW as a point of reference • Increase in number of success stories in utilizing CEDAW to bring about concrete beneficial changes in women's lives

Strategic area of support	Intended outcomes	Indicators
3. Strengthen interest, commitment and capacity at the national level to monitor and report on CEDAW, and support to the CEDAW Committee	• Increased participation and representation in the reporting process, strengthening CEDAW implementation • New partnerships developed between civil society groups and Governments in monitoring and reporting • Innovative and participatory mechanisms established for collecting data/information on the status of women; producing CEDAW reports; and Convention implementation	• Increase in number of NGO networks/experts supporting and assessing progress in implementation of the Convention • Number and timeliness of Government reports • Strengthening of national-level expertise on reporting and documentation of violations of CEDAW principles and strategies for making equality for women a reality • Involvement of CEDAW Committee members in national-level dialogues and training on implementation of the Convention and the Optional Protocol
4. Support actions to eliminate violence against women, including domestic and sexual violence, harmful traditional practices, violence in conflict situations, HIV/AIDS, trafficking in women and children (local, national, regional and global levels)	• New and/stronger institutional frameworks and mechanisms in place for prevention of and response to violence against women • Enhanced knowledge and capacity of law enforcement officers, judges and legal practitioners, immigration officers, health-care providers, and social and educational workers, regarding women's human rights and the elimination of violence against women, using national laws and international treaties • Increased catalytic role of UNIFEM to strengthen cooperation and coordination among United Nations organizations working in the area	• Improved quantitative and qualitative data on violence against women, including indicators to measure violence against women • New legislation and/or legal reform to eliminate violence against women • Number of reported cases of abuse made by women, and indictments of perpetrators on incidence of violence • Number of initiatives developed in coordination and collaboration with United Nations partners • Resource allocation to the UNIFEM Trust Fund in support

	of violence against women, with a view to developing comprehensive approaches to eliminate violence against women • Strengthened operations of the Trust Fund in Support of Actions to Eliminate Violence against Women as part of the United Nations system-wide efforts to eliminate violence against women • Secured recognition of UNIFEM as a source of knowledge and repository of information on effective strategies for the elimination of violence against women • Increased understanding about and coverage of the linkages between the denial of women's economic rights and violence against women	of Actions to Eliminate Violence against women • Resources leveraged for and by Trust Fund grantees from other donors • Increase in documentation and replication of successful models • Wider and improved media coverage of incidents/issues of violence against women • Change in community attitude and behaviour regarding violence against women
5. Promote the respect, protection and fulfilment of all human rights of women economic, social and cultural as well as civil and political (local, national, regional and global levels)	• Increased capacity of women's human rights constituencies and networks to advocate for their rights, demand accountability, and achieve concrete results • Establishment of mechanisms for monitoring and respect of human rights of women and the promotion of a culture of accountability (Ombudspersons, national commissions on human rights, regional/national rapporteurs on violence against women, etc.)	• Availability and wide dissemination of data on violations of women's human rights used for advocacy at all levels, including: policy, activism, judicial arenas, media, NGO actions, and regional human rights mechanisms, NGO shadow reports to United Nations committees, United Nations reports (such as Special Rapporteur reports)
	• Critical human rights issues for women identified in the area of economic empowerment, around which analysis can be strengthened and	• Women's human rights concerns reflected/integrated in programmes of the United Nations organizations and other partners

Strategic area of support	Intended outcomes	Indicators
	advocacy developed, i.e., rights to inheritance, food security, development	• Availability and dissemination of information and advocacy materials on use of human rights mechanisms at the national, regional and international levels (both in print and electronically)
6. Ensure participation of women in the processes leading to the establishment and operation of the International Criminal Court (ICC)	• Gender perspectives incorporated in all basic documents and mechanisms governing the establishment and operations of ICC • Support to women in developing countries to be actively involved in the process of ratification of the statute of ICC	• Increased availability of information on gender implications of ICC mechanisms • Involvement of women's advocates from all regions in ICC processes

(c) Governance and leadership

Engendering governance and leadership to increase women's participation in decision-making processes that shape their lives will continue to represent a priority goal within UNIFEM work over the next phase of the Strategy and Business Plan. The emphasis on engendering governance and leadership will be particularly critical for providing effective responses to challenges emerging from the process of globalization. The Fund will also expand the level of its interventions for engendering peace-building and reconstruction processes and for supporting women leaders to participate effectively at all stages of these processes - from the community level to the peace table.

Strategic area of support	Intended outcomes	Indicators
1. Strengthen the capacity and skills of women and women's organizations to facilitate their access to political and economic decision-making positions and to support their development as transparent, accountable, transformational leaders, who can effectively advance a pro-poor and pro-women agenda (micro/meso/macro)	• Increased women's awareness of their equal rights to political and economic participation • Increased women's understanding and knowledge of political and economic processes, including an analysis of national budgets, economic literacy and policy-making processes at local, national as well as global levels • Enhanced capacity of women to advocate for policy and legislative reforms for gender equality and for economic, social, political reforms at local, national and global levels • Greater visibility of women's leadership roles at local and national levels	• Number of women participating in elections at local and national levels • Number of women appointed to high-level decision-making positions in national, global and private sector institutions • Integration of recommendations by women leaders, women's caucuses and networks, women's national machineries, into policy-making at local, national and global levels • Visibility of women's advocacy for increased participation and role in economic and political decision-making • Increase in gender responsive legislation and policies adopted
2. Advocate for and promote an enabling environment for women's equal participation in political and economic governance at local,	• Mechanisms established or strengthened to track women's political participation and the implementation of national	• Availability of data exposing obstacles for women's participation in political and economic decision-making

Strategic area of support	Intended outcomes	Indicators
national and global levels, and increased recognition and support for their role in decision-making (micro/meso/macro)	commitments to gender equality, through strategic global and national partnerships (Inter-Parliamentary Union, IULA, United Nations partners, civil society) • Engendered country censuses and national data-collection systems • Increased recognition and understanding of women's social, economic and political contributions to society	• Change in attitudes among politicians, media and other decision-makers, with regard to women's right to equal political participation
3. Support the engendering of national and global governance processes through: (a) Support to the implementation of national action plans and strategies for gender equality and women's empowerment, particularly in the follow-up to the Fourth World Conference on Women (meso level) (b) Advocacy/support for new and/or strengthened mechanisms/procedures for holding global actors accountable to the impact of global policies on women's lives (macro level)	• National plans adopted, implemented and monitored through partnership of governments, legislature, civil society and the United Nations system • Increased implementation/ enforcement of national policies and legislation in support of gender equality • Enhanced involvement/role of women's national machineries, as well as gender structures at national/regional/global levels, in shaping national/global economic, financial and social policies • Global actors (including private sector) are more accountable to the impact of global economic and financial policy-making on women	• Number of women and their level of participation in local government, parliaments, governments, as well as private sector and multilateral bodies • Adoption/revision and level of enforcement of legislation for increased women's political participation at local and national levels, as well as other legislation for gender equality • Budget allocation for the implementation of national action plans for gender equality at national and local levels
4. Promote recognition and support of the role of women's leadership in building peace in crisis and post-crisis situations by:	• Increased understanding and recognition of women's contribution to peace-making processes at the ground level	• Number of women participating in different phases of peace processes, including peace negotiations and formulation

Illustrative areas for support	Intended outcomes	Indicators
(a) Raising visibility of women's positive contribution to peace-building processes at the ground level and to their right to participate in political decision-making processes for peace (micro/meso/global) (b) Building women's capacity to influence formal peace-making processes and facilitating the establishment of regional and cross-regional alliances of women working for peace (micro level) (c) Providing support for the promotion and protection of women's human rights in conflict-affected countries (global) (d) Supporting processes for engendering policy frameworks that inform peacebuilding and reconstruction programmes at regional and national levels (global)	• Increased understanding of the social, economic and psychological impact of war on women and girls • Enhanced advocacy, negotiation and conflict resolution skills of women • Increased participation of women at higher levels of decision-making in formal peace processes • Humanitarian interventions and post-conflict reconstruction plans reflect women's priorities and special needs • New/rehabilitated public structures and legal frameworks established in post-conflict countries to support gender equality • Women survivors of war and war-related violence able to recover physically and psychologically, and are reintegrated into social and economic life	and implementation of reconstruction plans, peace missions, etc. • Level of response to violence against women in war situations (ICC, other actors) • Delivery and quality of serices for rehabilitation of women survivors of violence in war situations • Commitments made to gender equality in the reconstruction phase (ratification of CEDAW, engendering of national constitution, adoption of national action plan for gender equality) • Number and level of gender experts and gender-focused initiatives incorporated into programmes in post-conflict countries

Objective 2
Strengthen the capacity of the United Nations system to support women's empowerment and gender-mainstreaming in its policies and programmes

In order to build on the outcome of the previous Plan, and to impact further the United Nations reform process, the full complement of 10 gender advisors will need to be placed during the current Strategy and Business Plan. In addition, UNIFEM has the goal of increasing the number of gender advisors to countries whose harmonization cycle is concurrent with this Plan. The gender advisors will chair the Theme Group on Gender wherever possible, and if not chair, play a strong leadership role. In addition, they will support other sub-groups to ensure that gender is mainstreamed into all cross-cutting issues. At headquarters, UNIFEM will restructure the position of Gender Coordinator of the Gender Advisors/Gender Specialists to a unit on gender mainstreaming.

Strategic [illegible] support	Intended outcomes	Indicators
1. Provide support to UNDG to mainstream gender into the United Nations reform process at the policy level	• Increased awareness of gender issues and constraints to gender-mainstreaming in all priority areas identified by UNDG • Gender-mainstreaming goals integrated into all policies, programmes and initiatives supported and promoted by UNDG • Strengthened capacity of all United Nations partners/ organizations to mainstream gender into their respective areas of comparative advantage via strategic inter-agency partners	• Number of internally generated initiative(s) to sustain and enhance gender-mainstreaming by United Nations agencies/ bodies • Implementation of recommendations of UNDG Sub-Group on Gender • Number of senior management decisions and interventions that address gender-mainstreaming issues and goals • Number of workshops/ orientation sessions for United Nations country teams and resident coordinators that include capacity-building in gender-mainstreaming
2. Strengthen support to United Nations operational activities for development	• Recognition of UNIFEM regional programme directors and gender advisors as a resource for mainstreaming gender at the inter-agency level	• Numbers of gender-sensitive CCAs and UNDAFs • Number of thematic groups on gender regularly consulted in formulation of CCAs and UNDAFs

[illegible]	Intended outcome	Indicators
	• Increase in the number of UNIFEM gender advisors to support the resident coordinator system in engendering the United Nations reform process • Engendered common country databases CCAs and UNDAFs which disaggregate data by sex, and reflect a gender perspective throughout • Capacity-building of thematic groups on gender • Utilization of UNIFEM connections with grass-roots organizations to link the United Nations system with women's organizations in the formulation of UNDAF gender-equality programmes	• Number of UNDAF programmes using sex-disaggregated data • Demand for UNIFEM gender advisors • Number of UNDAF programmes that are formulated in participation with women's NGOs and grass-roots organizations • Number of UNDAF programmes implemented by women's NGOs • Level of resource allocation to gender-sensitive programmes and activities
3. Strengthened partnerships with United Nations agencies in mainstreaming gender at the operational level	• Strengthened collaboration between UNIFEM and other United Nations organizations/units on mainstreaming gender at the operational level • Strengthened capacity of UNFPA Country Technical Advisory Teams (CSTs) in gender, population and development at the country level in eight sub-regions • Linkages established between the ICPD and Platform for Action goals in United Nations-supported population programmes at the country level • Increased awareness of link between gender and HIV/AIDS	• Number of new initiatives in partnership with United Nations organizations/units • Engendered population and development programmes • National prevalence rate of HIV/AIDS at beginning and end of Strategy and Business Plan • Number of media reports that expose situation of women living with HIV/AIDS • Number of policies that address gender and HIV/AIDS

	• Strengthened NGO capacities to train women in how to practice safe sex • Media personnel trained to document the gender dimension of human rights abuses of people living with HIV/AIDS	
4. Promote national and local capacity to engender local and national systems, institutions, processes	• Strengthened United Nations capacity to support countries to mainstream gender at the local and national levels • Effective implementation of national plans for action for women's empowerment and gender equality • Strengthened capacity to support countries to mainstream gender at the local and national levels • Increased willingness of men to address and examine culture and attitudes that perpetuate unequal gender relations	• Engendered national statistics • Level of resources for structures and mechanisms for gender-mainstreaming • Number of activities undertaken by men or male-majority NGOs to support gender equality and women's empowerment

Objective 3
Strengthen the Fund's effectiveness by incorporating the principles of a learning organization and building strategic partnerships

In the upcoming period, UNIFEM will focus on strengthening its role as a knowledge provider to the United Nations system and its partners. Systems currently under development to strengthen UNIFEM efforts to extract and report on short-, medium- and long-term results of its initiatives will be strengthened, as will staff capacities to design, monitor and learn from process documentation and evaluation activities. These will be complemented by systems to strengthen UNIFEM knowledge-management and management-information systems.

Output	Intended outcomes	Indicators
1. Strengthen linkages and synergy between the organization's evaluation, impact assessment, management-information systems, public education strategies, and learning organization programmes, practice and principles	• Results of programme and thematic evaluations systematically used as the basis for changing and improving practice and programme approaches • Capacities of UNIFEM staff and partners to understand, innovate, and manage diverse approaches to evaluation and impact assessment enhanced • Innovative ways of documenting and disseminating programme processes and results incorporated into UNIFEM's major initiatives to support cross-regional and cross-thematic learning • Process and system of donor reporting improved • UNIFEM's public education, analytic and policy-oriented materials contain expert, in-depth analyses and recommendations based on lessons learned	• Programme documents regularly include description and budget allocation for multi-pronged evaluation/assessment/learning strategies • Monitoring and planning processes - e.g., strategic planning, six monthly reports, etc., -include in-depth discussions of lessons learned from learning activities • Number of replications and adaptations of approaches between regions and/or themes increases • Requests for and uses of UNIFEM public education, analytical and policy-oriented materials increase • Decrease in number of publications produced at the same time that there is an improvement in quality of each publication

	• Second issue of "Progress of the World's Women" benefits from feedback (positive and critical) received from wide and diverse audiences worldwide that have used the first edition (June 2000)	• Reviews and feedback relating to "Progress of the World's Women", indicates that it is taken seriously and has made a major impact on thinking vis-à-vis progress toward gender equality
2. Build further on the potential of new information/ communication technologies to support cross-national, regional, and global knowledge communities that are working to achieve women's empowerment and gender equality	• Increased accessibility of information to support women's economic and political empowerment supported through innovative ways of organizing and disseminating information generated through on-line discussions, websites, etc., on UNIFEM website, WomenWatch and other partners' websites • Pilots and partnerships to support integration of gender and women's interests in mainstream 'global knowledge' efforts developed, monitored and assessed	• Number and origination points of hits and visits to UNIFEM and WomenWatch websites increases • Number of links to relevant websites and on-line discussions - particularly in developing countries - increases • Increase in number of print and non-print materials citing UNIFEM and WomenWatch's website and other electronic information generated by UNIFEM and partners • Programme documents demonstrate joint pilots and partnerships to explore potential of ICTs

Objective 4
Ensure that UNIFEM personnel and programme management systems support the goals and programmes of the organization effectively and efficiently

In a constantly changing world, an organization needs to adopt flexible rules and procedures, which allow it to respond to emerging needs with innovative approaches. It needs to be able to identify new requirements and learn to respond to them. At the same time, an organization needs to combine clear and effective operational modalities with reliable management and control systems to maintain accountability in the use of its resources. Under this objective, UNIFEM intends to meet these challenges.

1. Ensure that UNIFEM efficiently recruits and retains the staff it requires to deliver its mandate	• UNIFEM resourced with staff whose competencies match the programmatic and operational requirements of the Fund • Job descriptions and post classifications accurately reflecting the nature and level of tasks to be performed • Staff continuing to perform optimally within agreed performance parameters and deriving continued professional satisfaction from their tasks and responsibilities • UNIFEM staff commensurate in terms of numbers, competencies and assignment location with the substantive requirements of the Fund and the overall income situation	• UNIFEM posts filled in a timely manner, as and when needed, with minimum vacancy time • Job descriptions and post classifications being kept up-to-date • 360 degrees performance appraisal systems implemented • UNIFEM field presence expanded in numbers and locations for better coverage of programme countries • Strengthened substantive competencies of staff at headquarters with concomitant reduction of programme support functions
2. The human resources of UNIFEM developed and matching programmatic requirements	• UNIFEM staff competencies upgraded both in sustantive programme areas and in procedures/operational modalities, to meet organizational requirements (selected topics for	• Staff development needs analysis conducted • Staff development plan formulated and implemented

Strategic area of support	Expected outcomes	Indicators
	training to include: thematic areas; results-based management; process documentation and impact assessment; programme development, monitoring and evaluation; programme and financial management; and corporate software utilization, including IMIS, FIMS, and the Programme Management Information system, when developed)	• Policy of 5 percent staff time invested in staff development implemented • Staff induction training package available to new entrants to UNIFEM
3. Strengthened organizational arrangements with external partners	• UNIFEM and UNDP partnership strengthened through the revision of their operational relationship, allowing for increased synergies and more effective cooperation • Respective roles and functions of UNDP and UNIFEM at the country level clarified • UNIFEM substantive capability for project execution recognized, utilized and adequately compensated • UNDP benefiting to the fullest from the availability of UNIFEM expertise for its own programmes • UNIFEM providing its substantive expertise effectively without being burdened by administrative/ management tasks • Continued strong partnership and cooperation with UNFPA, UNAIDS • New partnership arrangements developed with other substantive agencies of the United Nations system (e.g., ILO)	• Revised agreement on the operational relationship between UNIFEM and UNDP finalized and approved • UNIFEM executing an increasing number of UNDP projects or programme components in the areas of its comparative advantage • UNIFEM able to access SPPD funds for programme development support to UNDP • Cooperation agreement with UNOPS (and possibly other partners) allowing UNIFEM to undertake substantive projects/programmes responsibility while delegating administrative/ management tasks to agencies with comparative advantage in this area

4. Improved internal organizational mechanisms	• UNIFEM programmes being implemented smoothly and efficiently within clear procedural parameters set out in manuals and documentation easily accessible to all staff • Staff familiar with programming policies and procedures and able to apply them to the development of their programmes	• UNIFEM Programming Manual containing relevant programming procedures finalized and circulated to all staff • Implementation of UNIFEM programmes proceeding smoothly and meeting implementation, delivery as well as qualitative targets
5. Comprehensive and user-friendly financial and programme management in place and used by staff for smooth programme implementation	• Timely, reliable and comprehensive information on UNIFEM income and disbursement data available to staff at headquarters and in the field to meet programme financial management needs and provide basis for required financial reporting • Programme Management Information System fully developed, introduced and being effectively used by staff • UNIFEM staff empowered to manage autonomously projects under their substantive responsibility within clearly defined programming and operational parameters, as contained in the UNIFEM Programming Manual	• Full introduction of FIM to headquarters and field staff • MIS introduced and being used by staff at headquarters and in the field • Work pressure on staff diminished thanks to introduction of MIS • Project management authority increasingly delegated to field staff or staff directly responsible for substantive project management • Reduced need for programme support functions at headquarters

Objective 5
Build a larger and more diversified resource base

Current indications point to a continuation in the positive growth trend in UNIFEM resources in the coming future. This trend will be actively encouraged through the promotion of strengthened and new partnerships with bilateral donors and various private sector partners, and through the promotion of innovative fund-raising strategies.

In Charts 1-4 of the present document, UNIFEM examines two separate income-growth scenarios over the SBP period. The second scenario envisages an overall 20 percent rate per annum, with a slightly higher growth rate of 25 percent for income from multilateral and private than government sources. A less ambitious scenario foresees an overall 10 percent growth rate with a corresponding 15 percent increase in income from multilateral and private sources.

[illegible]	[illegible]	[illegible]
1. Continued strengthening and diversification of UNIFEM resource base	• UNIFEM meeting its income growth target of 20 percent increase per annum reaching a level of $50.3 million by 2003, or at least meeting the lower growth scenario of 10 percent increase and reaching the income target of $35.6 million by 2003 • UNIFEM resources from multilateral and private sources growing at a higher rate than government resources, reaching respectively a 25 percent or at least 15 percent increase per annum over the SBP period and showing an increasing differentiation of UNIFEM income sources	• UNIFEM income data
2. Development of innovative financing partnership	• Financing agreements similar to the one concluded with DFID in place with at least three more major donors	• Agreements with donors or other partners signed • Total resource from UNIFEM National Committees

	• More efficient and flexible process for contracting with private sector, bilateral and multilateral partners implemented • Resources mobilization by UNIFEM national committees considerably increased	

CHARTS 1-4

COMPARATIVE INFORMATON ON UNIFEM INCOME
BY SOURCE AND TYPE FOR 1997-1999, AND
INCOME PROJECTIONS FOR 2000-2003

Chart 1. UNIFEM income by source 1997-1999

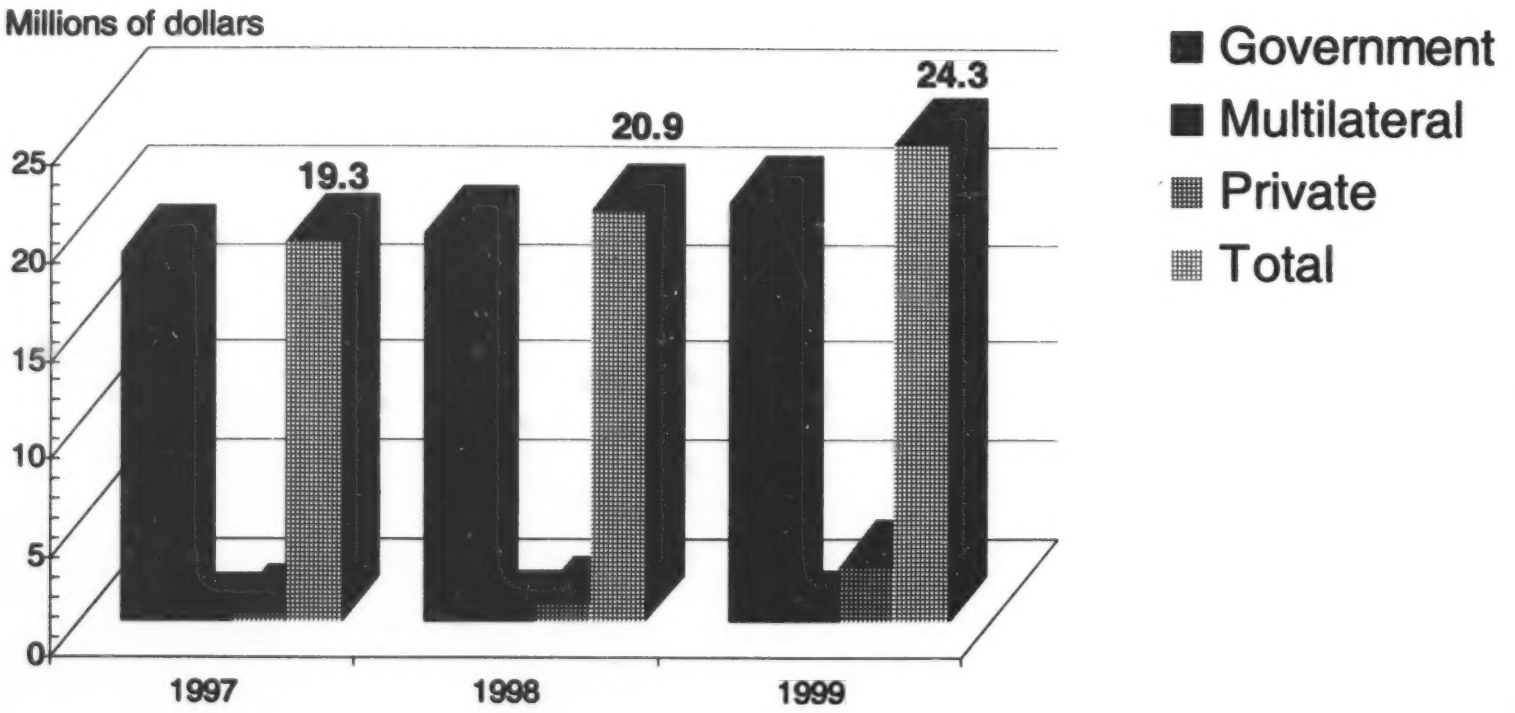


Chart 2. UNIFEM income by type 1997-1999

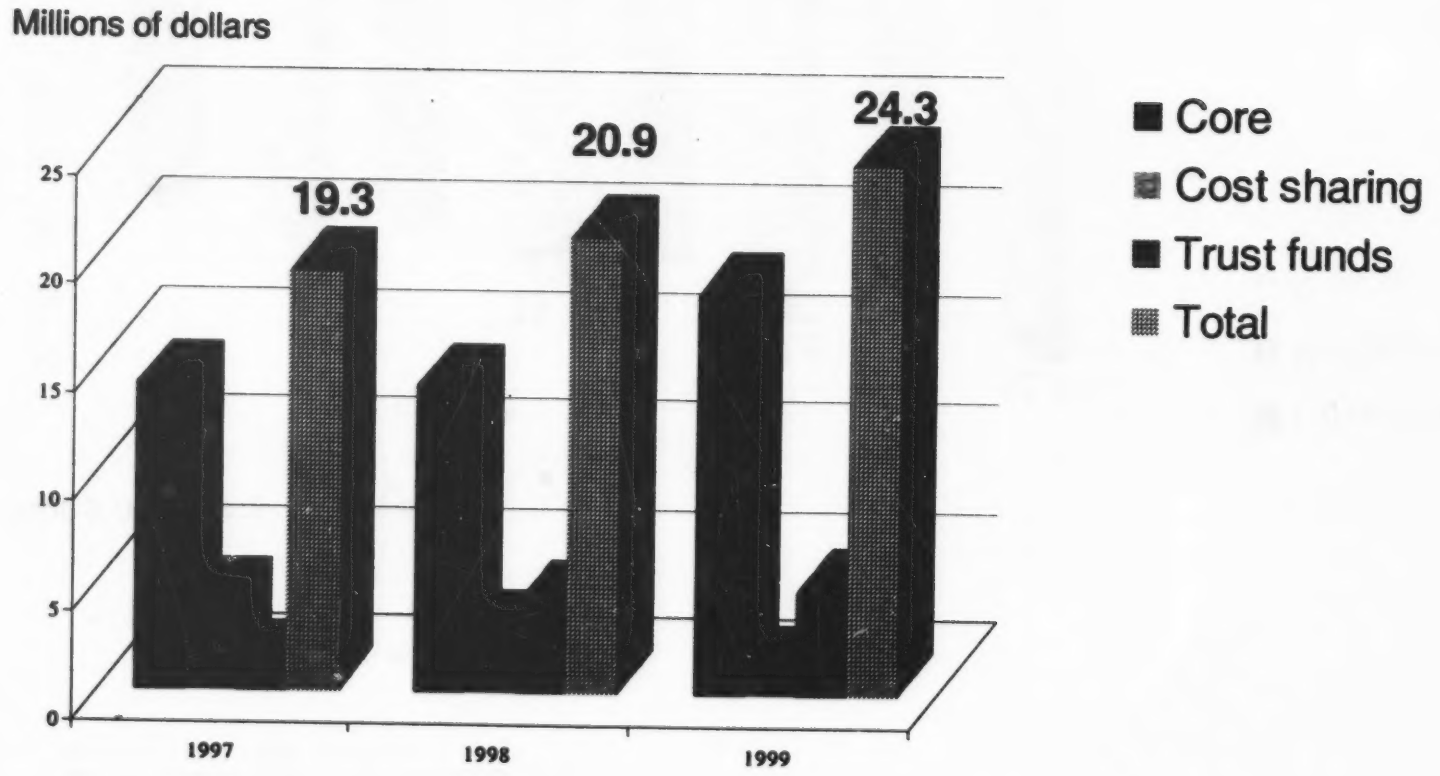


Chart 3. UNIFEM income projections 2000-2003
Scenario 1: 10% increase

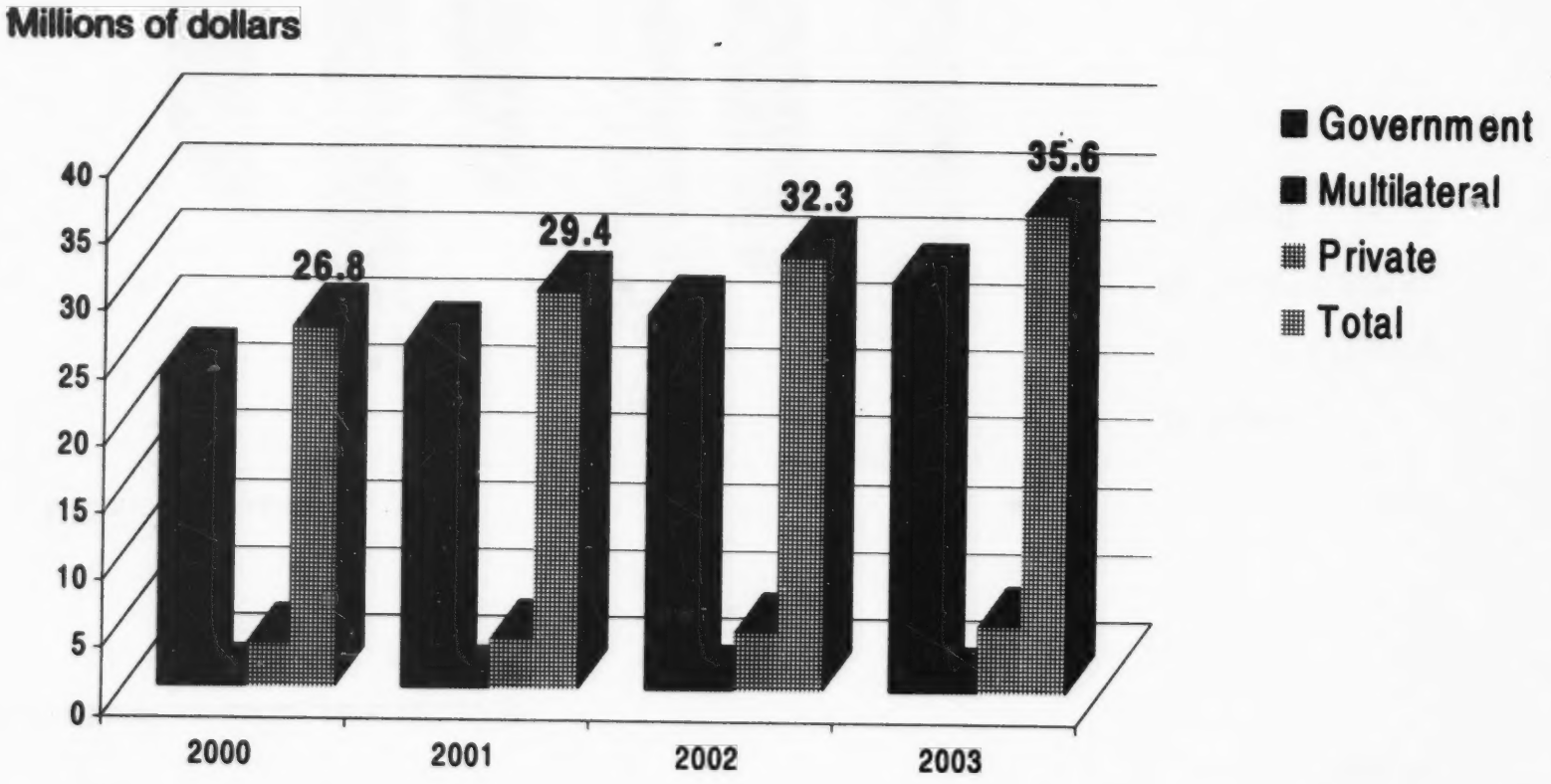
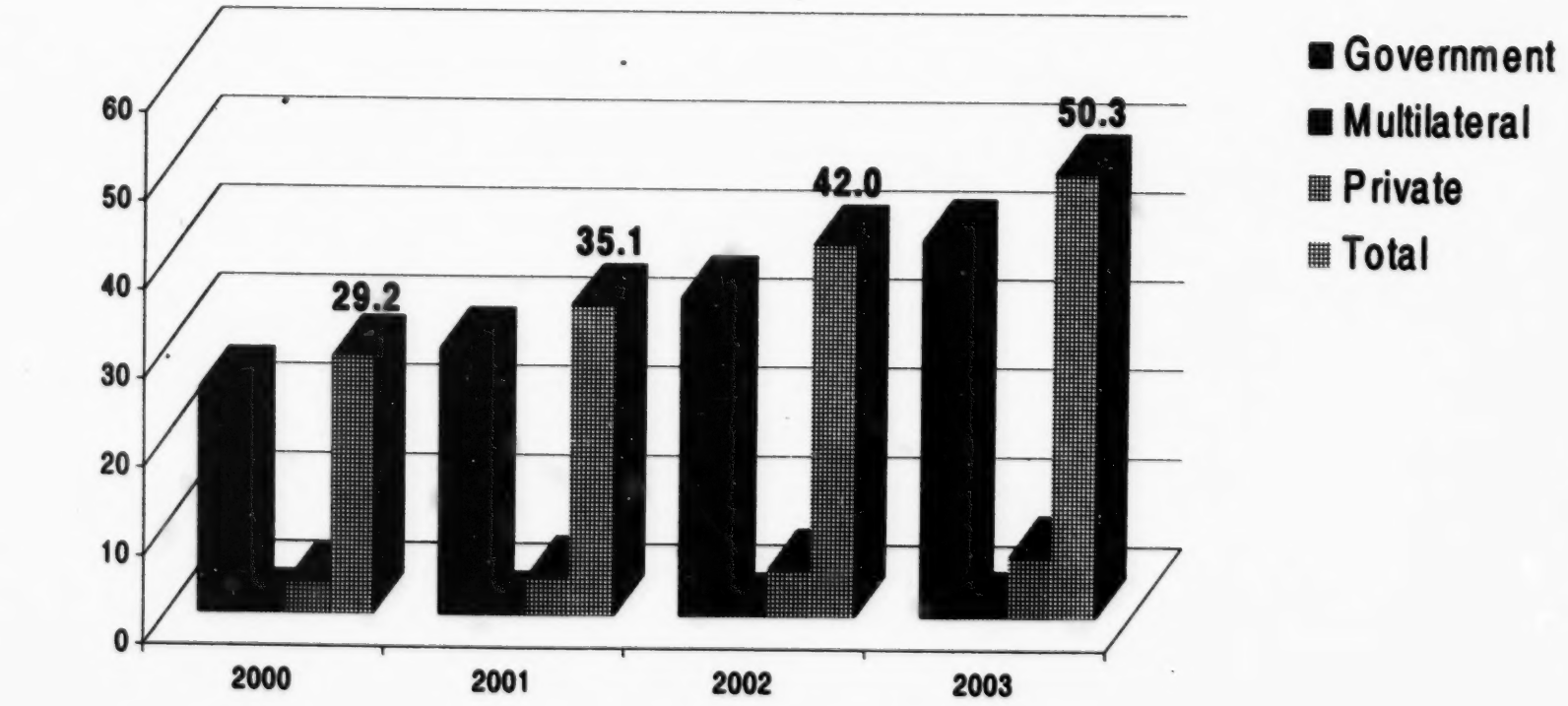


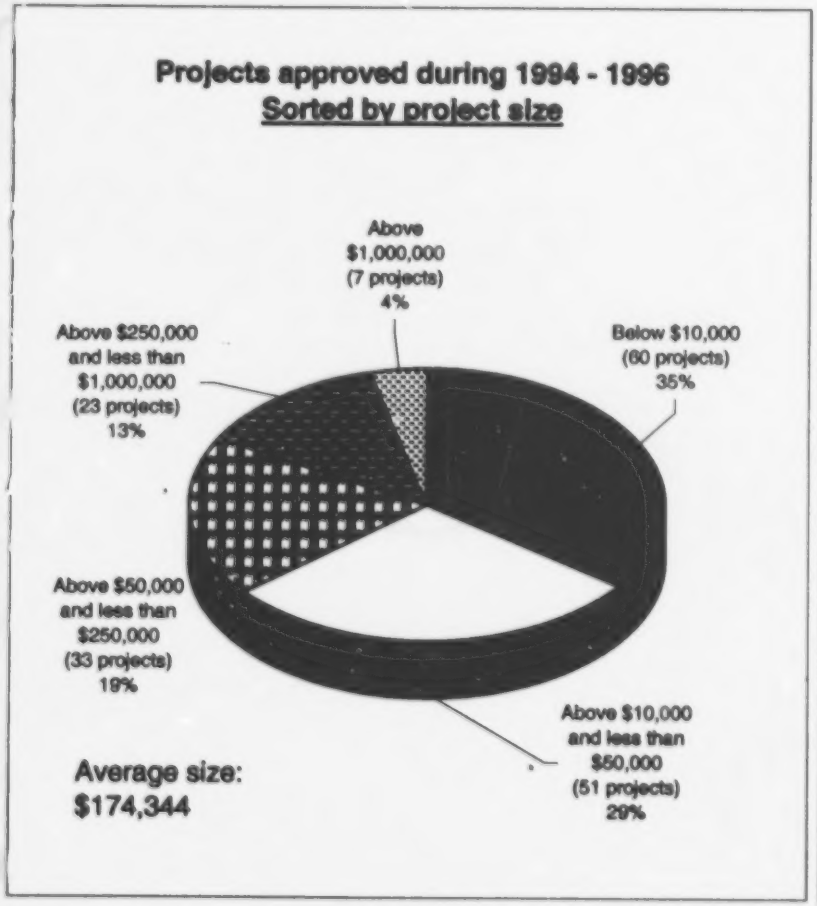
Chart 4. UNIFEM income projections by source 2000-2003
Scenario 2: 20% increase



CHARTS 5-7

STATUS OF PROJECT APPROVALS FROM ALL SOURCES

Chart 5. Status of project approvals from all sources by project size


Projects approved during 1994 - 1996
Sorted by project size
Above $1,000,000 (7 projects) 4%
Below $10,000 (60 projects) 35%
Above $250,000 and less than $1,000,000 (23 projects) 13%
Above $50,000 and less than $250,000 (33 projects) 19%
Above $10,000 and less than $50,000 (51 projects) 29%
Average size: $174,344

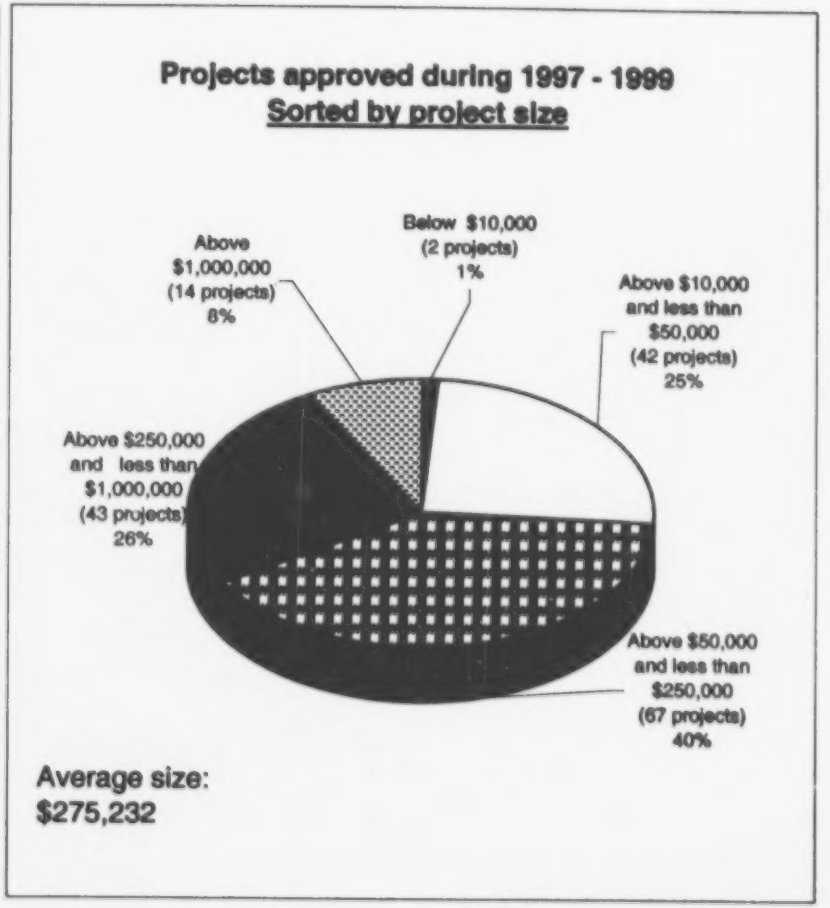

Projects approved during 1997 - 1999
Sorted by project size
Above $1,000,000 (14 projects) 8%
Below $10,000 (2 projects) 1%
Above $10,000 and less than $50,000 (42 projects) 25%
Above $250,000 and less than $1,000,000 (43 projects) 26%
Above $50,000 and less than $250,000 (67 projects) 40%
Average size: $275,232

Chart 6. Status of project aprovals from all sources by number of projects 1997-1999

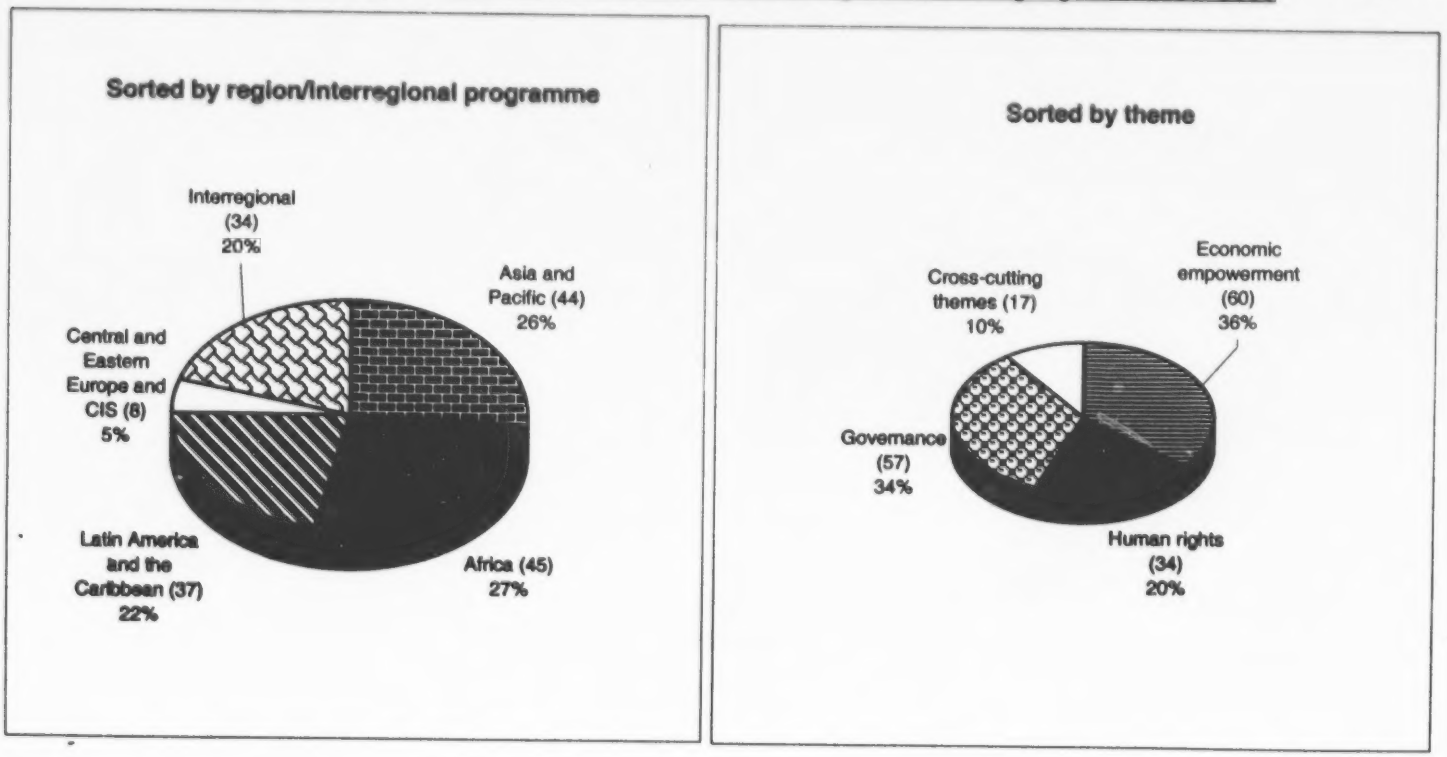
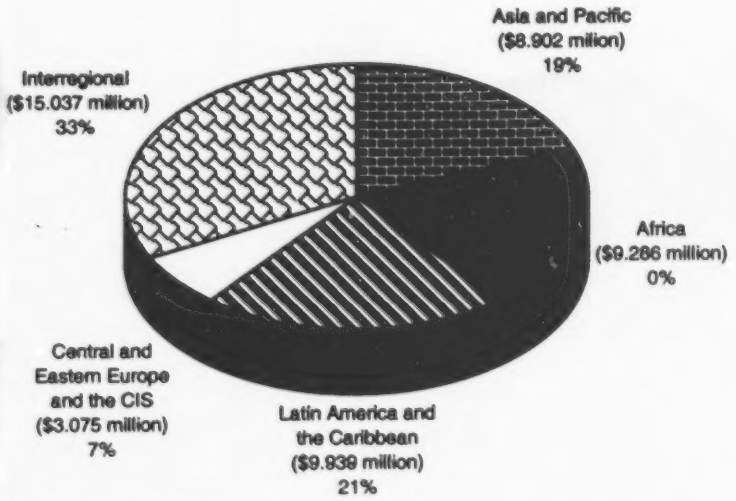

Sorted by region/interregional programme
Interregional (34) 20%
Asia and Pacific (44) 26%
Central and Eastern Europe and CIS (8) 5%
Latin America and the Caribbean (37) 22%
Africa (45) 27%
Sorted by theme
Economic empowerment (60) 36%
Cross-cutting themes (17) 10%
Governance (57) 34%
Human rights (34) 20%

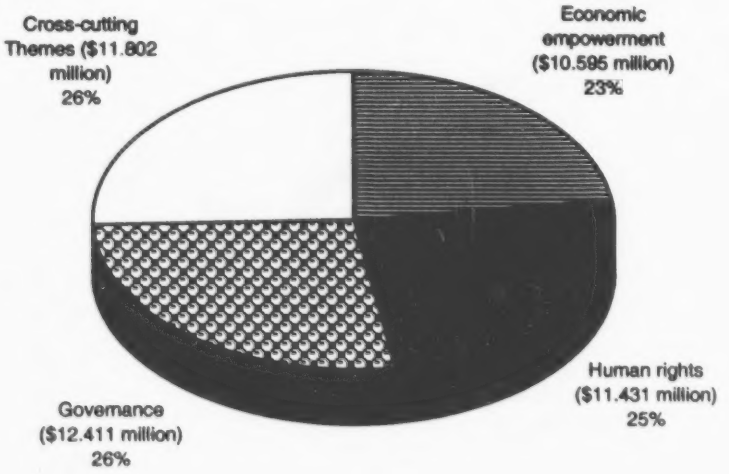
Chart 7. Status of project approvals from all sources by resources allocated 1997-1999

Sorted by region/interregional programme



otal:$46,239,000

Sorted by theme



Total:$46,239,000